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THE QUANTIFICATION OF CAREER PROGRESSION STATUS IN THE OFFICER PERSONNEL MANAGEMENT SYSTEM

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The purpose of the study was to describe, in metric terms, the degree to which the various duty assignments within specialties and the various combinations of specialties vary in the opportunities they provide Army officers for professional growth, skill acquisition, and leadership experience. Questionnaires were sent to 2242 Colonels and Lt. Colonels in 32 OPMS specialties. The 1609 (72%) respondents rated the duty assignments within their specialties according to their "career progress value." They also rated all specialties according

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20. to how helpful each would be as an additional specialty. Ratings were standardized within raters and means, standard deviations and Coefficients of Variation were computed.

The results provide comparable data on the probable helpfulness of within-specialty assignments and of specialty pair combinations. These data can be helpful as a management tool for assignment officers and as a device for career monitoring.

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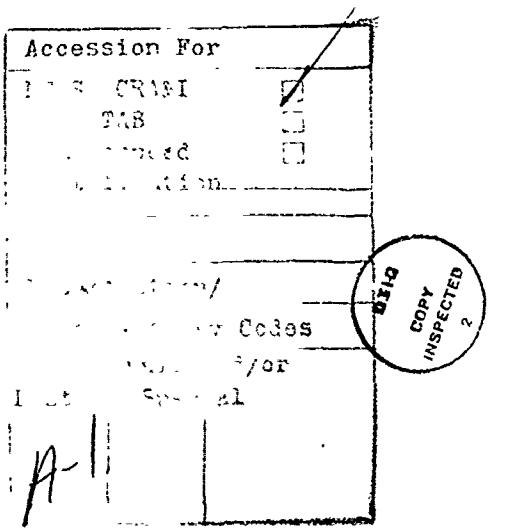

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THE QUANTIFICATION OF CAREER PROGRESSION STATUS IN THE OFFICER PERSONNEL MANAGEMENT SYSTEM

This report describes the results of the first phase of a study designed to determine the importance of within-specialty assignments and additional specialty options to the career progression needs of individual officers within each Army specialty. From the beginning of this study it has been understood that Army career progression is a complex process which is influenced by a variety of variables, perhaps the most influential of which is the duty performance of the officer. However, it has been assumed that the actual duty assignments held by the officer also contribute to career success. That is, if all duty assignments were filled by officers of equal ability, they would vary in their relative value as opportunities for professional growth, skill acquisition, and leadership experience.

The central question of this study is: All other things being equal, what is the relative importance of assignment options to the Army officer's career progression. In order to answer this question, the first phase of the study was devoted to developing and identifying the career progress value for within-specialty assignments and additional specialty options to the career progression of officers in each specialty. Following a brief review of related literature, this report will describe the methods used in conducting the study, the

results, and the practical and theoretical implications of the findings.

Review of the Literature

If a career is "a sequence of positions occupied by a person during the course of a lifetime" (Super, Crites, Hummel, Overstreet, & Warnath, 1957, p. 58), it is nonetheless observable that for most people careers take place in organizational settings. Yet, despite recent interest, this remains one of the most neglected aspects of research on careers (Van Maanen & Schein, 1977). For the military officer, the impact of an organization may be greater than for any other professional since no organization is comparable in size, complexity, and geographical dispersion. Thus, it is important that both the individual officer and the military organization learn more about the external characteristics that provide shape and pattern to the military career. This review of the literature examines theory and research related to those properties of the external environment, primarily the organization itself, which have been thought to influence career patterns and career mobility. The review includes literature that deals with both the civilian and the military sectors.

Background and Theory

In his classic study of bureaucratic organization Max Weber (1947) observed that the occupational structure of an organization is a function of: (1) the type of organization--

its purpose and function in relation to the economy; and (2) the extent to which the organization is modern (rational). The less dependent on the irrational vicissitudes of the economy, the more rational the organization's occupational structure, which for Weber meant the continuing differentiation of work into its numerous specialities and subspecialties and the separation of management from technical functions under these conditions. He believed that the leadership of rational organizations would not reside in the charismatic personality who dominated in an authoritarian manner, but would pass outward and downward through the organization among those with technical and managerial competence. Advancement through the bureaucracy would depend on seniority and/or achievement, and promotion would be dependent on the judgment of superiors.

Recent descriptions of the organizational career have elaborated on some of Weber's themes, such as function determining structure, differentiation of occupations occurring with increased technological complexity, and leadership becoming more a function of skills and delegated authority than of charisma. Weber is the progentior of the sociological approach to careers, where differences in careers are believed to be a function of the size, stability, technology, and administrative methods of the organization. His influence is evident among the sociologists and economists who have described the impact of economic conditions and technological change on career patterns within organizations. The prevailing construct here is the <u>internal labor market</u>, that is, the organizational unit

within which the market functions of pricing, allocating, and training of labor occur (Doeringer, 1967; Slocum, 1974).

A broader perspective on the concept of career patterns has emerged with the increased attention devoted to career mobility within the society. For a number of researchers, mobility presupposes a measure of social status. It is important to note that in the United States occupational status has displaced other determinants of social status, such as religious or political affiliation, and/or ancestry; therefore, movement from one occupational level to another is equivalent to a change in social status (Hall, 1969).

Several investigators have recognized the need for integrating different perspectives on career development. Schein (1980) observed the absence of "good taxonomies of various external careers" as well as "well-elaborated conceptual structures that would link the concept of career to other organizational and/or social variables" (p. 359). Anderson, Milkovich, and Tsui (1981) called for research that would determine the relative contribution to career opportunity of different characteristics of the environment, the organization, and the work force. Several initial attempts to synthesize various perspectives in career development have been made, mostly in the form of proposing theoretical models. One such model was described by Super (1980) in which he identified "situational determinants" of occupational careers, including social structure and economic conditions, historical change, and socioeconomic organizations as "remote determinants"

which influence the stages of career development. However, Super had little to say about the methods of research and analysis that would be appropriate for the model and, as a result, it remains virtually untested.

Vardi (1980) proposed a model which was more elaborate than Super's, incorporating all psychological, sociological, administrative, and economic factors affecting careers. Each of these could be perceived along either of two dimensions--the perceptual (subjective) and/or actual (objective)--and could be examined from either an individual or organizational perspective. The model could be envisioned as a four cell diagram with the columns labelled perceptual and actual and the rows labelled individual and organizational. Within this framework, organizational career mobility is viewed as "all actual intraorganizational job mobility experienced by members, and the perceptions, attitudes, and behaviors associated with the experience" (p. 347). The central hypothesis to be tested using this model is that the percentage of variance in amount and rate of mobility explained by individual characteristics will be significantly increased by taking into account organizational variables such as technology, size, and degree of unionization.

Rosenbaum (1979), in his review of the Markov-model literature, concluded that this method for investigating careers is inadequate where only current occupational position is used to predict future status. He called the approach ahistorical because it assumes that all individuals in a

particular status (1) got there by equivalent paths, and (2) have the same transition possibilities. His own view was that early career positions are related to subsequent mobility and are strong predictors of career ceiling, career floor, and promotion possibilities. He tested his hypothesis by examining the career patterns of employees of a single organization over 13 years of employment. Using a multiple regression analysis, he found support for his hypothesis by taking into account the career status of each employee at approximately three year intervals. The results led him to propose what he called a "tournament model" of career progression, conceived of as a sequence of competitions in which many compete for few rewards. Each competition has implications for the future: winners are never secure in their victories since they must compete again and again while losers are shunted off the promising career paths, usually for good. Rosenbaum described his findings as supporting the view that the corporation is a social Darwinist culture.

Finally, Anderson, Milkovich, and Tsui (1981) observed that little work had been done to describe organizational characteristics that influence career paths. They proposed a model in which environmental, organizational, and workforce characteristics would all be accounted for by using structural equation or path analytic techniques. They were particularly concerned that an organization's criteria for movement, as well as the rate, direction, and pattern of movement be calculated. However, this model is as yet untested.

Studies of Organizational Characteristics

Investigators have found that the size, shape, technology, and structure of an organization influences career paths and career mobility. Though these characteristics are usually regarded as functionally linked (Katz & Kahn, 1978), they have been examined as possible correlates of the organizational career.

Organizational size has received limited attention. In studying succession (replacement) rates of high-level corporate positions, Grusky (1961) found a positive relationship between a firm's size and frequency of succession. Kriesberg (1962) found that succession to top administrative offices in public health organizations was more frequent in larger organizations. Martin and Strauss (1956) observed that corporate executives on the way to high level posts were usually placed in charge of the company's larger plants.

Considerably more research has been done investigating the relationship between organizational structure and career mobility. One of the most extensive and impressive studies, conducted by Grinker, Cooke, and Kirsch (1970), examined non-supervisory personnel in 11 basic industries. The findings indicated that structure was determined by technology, that is, the method of production. Where numerous operations were required to produce goods, as in the steel industry, work roles were distinct and numerous. Departments of the organization were sharply differentiated and the resulting job structure was a steep pyramid with numerous gradations between lower-

level and higher-level jobs. The tire, banking, air transport, and insurance industries all had similarly complex structures. However, the apparel and hotel industries, which required easily obtainable skills to produce their goods or provide their services, were characterized by flat opportunity structures; i.e., there were simply few highly skilled jobs available.

Grinker, Cooke, and Kirsch postulated that the greater the transferability of skills from one job to another, the greater the capability to move to another sector of the organization's operation and the less the opportunity for upgrading. Gitelman's (1966) study of skilled and unskilled workers at a watch manufacturer found that the horizontal mobility of lower level workers was greater than that of more highly skilled workers but vertical mobility was not. Vardi and Hammer (1977) classified workers in a utilities company as "long-linked" (production workers), "mediating" (client-linked), or "intensive" (skilled). They found that long-linked workers had lateral but not vertical mobility. In contrast, mediating and intensive workers had upward mobility, though little opportunity to move horizontally.

There is, on the other hand, the paradoxical situation that many, if not most, technically skilled professional workers find that their highly specialized jobs may be dead ends (Martin & Strauss, 1956). Kornhauser (1962) found that the highest rewards in industry go to those who seek administrative responsibility. Specialists who shied away from administration had lower ceilings on their careers. These findings suggested

that at blue collar levels, upward mobility and higher ceilings were available to more skilled workers. Yet among white collar workers, though rewards were significant for the technically skilled, the greatest rewards, including promotion to the top echelons, were reserved for administrators.

Finally, career mobility patterns have been studied in relation to the administrative policies and general cultural climate of the organization. Mills (1956) argued that the selection process in industry was a matter of "clique choice," that social background and compatibility of views were the determining criteria for promotion to corporate leadership. A closely aligned view is that workplace politics are critical to promotion chances. Madison, Allen, Porter, Renwick, and Mayes (1980) and Tannenbaum, Kavcic, Rosner, Vianello, and Wieser (1974) found this perception to be commonplace among workers at different levels. Kanter (1977) studied the mores, biases, and policies that effect career mobility. She found that success in the organization was defined strictly in terms of upward mobility, though the pathways were not explicated clearly, were subject to constant change, and that the majority of pathways turned out to be blocked. Therefore a significant implication of these findings was that the vast majority of employees must find ways to deal with the frustration at having "lost."

A somewhat less normative approach to similar phenomena is the notion of "the career game," where employees are players whose task is to find out the rules of the game before they can play it. Van Maanen (1980) describes three kinds of rules of

the career game promulgated by organizations: formal, contextual, and operational. Formal rules are codified and manifest; they are "the book." Contextual rules are the unspoken communications that tell the employee what are the approved and disapproved forms of behavior. Operational rules determine the concrete activities and practices of work. What makes the game interesting is that, though the rules are not fully apparent, the worker is generally given sufficient cues to be able to sort them out.

Bray, Campbell, and Grant (1974) incorporated multiple perspectives in their study of the career progress of management trainees in five AT&T companies. They found that progress in an organization was a product of employee characteristics as they interacted with the opportunity structure of the organization. The authors conceived of opporutnity structure as a function, not only of job openings at higher levels, but also of the chance to display ability, supervisor's characteristics, promotion policy, and organizational climate. Thus, job assignment was significant in determining chances for promotion. For example, 75% of trainees in one company moved up to middle management level, while only 4% of trainees assigned to another company were promoted. Assignment to department was important as well: trainees assigned to accounting were promoted at significantly greater rates, and more quickly, than those assigned to plant operations or engineering.

The Military Organizational Career

There is little published literature on the external correlates or characteristics of the military officer's career. Hendrix and Ward (1975) studied the relationship between assignment to preferred specialty and job satisfaction of Air Force personnel, but they did not examine the effect of perception of promotion possibilities. Thie and Lorbeer (1976), acknowledging that the new recruit required assurance that opportunity for promotion is equitable regardless of his chosen specialty, addressed themselves to the problem of roadblocks to promotion existing because of problems of supply and demand in the different specialties and in different ranks.

The most extensive studies of the military officer's career were conducted by Janowitz (1964, 1971, 1974). He organized his analysis around issues of strain and conflict within the military, the origins of which are to be found in the increasing bureaucratization that has occured since World War II, and the impact of an increasingly complex technology on the skills requirements and the skills structure of the armed forces. His analysis used Weber's concepts by linking function and technology to structure.

Two conflicts in particular were noted. The first is the struggle between the heroic combat ideals of military leadership versus the increasing demand for technical and managerial competence at high levels. Combat and command remain central military values, but the military is required to develop incentives so that needed specialists can be developed and retained.

Since promotion in the military is as highly valued as in any other organization, the armed services increasingly must hold out nigh reward as inducement to the specialist officer, without degrading more traditional concepts of leadership. The compromise, Janowitz argues, has been to place increasing emphasis on the managerial generalist who is capable of coordinating technical activities and developing teamwork. In a study of the career patterns of 475 elite generals and admirals he found that, contrary to the model of the "idealized career " (combat, command, operations), a significant portion had prepared for leadership by developing communication, negotiation, and political skills and by introducing innovative perspectives. Such specialties as liaison with foreign governments, liaison with Congress, military attache, language officer, intelligence, and public relations were critically important to their career development. He concluded that the "prescribed career," i.e., the ideal path, is something of a myth, at least when movement to the highest levels is considered. He called these more unconventional career patterns "adaptive." However, in the Prologue to the 1971 reissuing of The Professional Soldier, Janowitz noted that the adaptive pattern has now in fact become the new prescribed career, and that unconventional pathways upward are no longer so rewarding. He attributes the change to the diminished importance of innovation. He cites a number of reasons for this. First, formerly innovative assignments, such as weapons development, and skills, such as language acquisition, have been institutionalized or routinized. Innovators are more

recently those who resist the development of new weapons systems, a negative position not much rewarded within the military. Second, the innovators of the Vietnam War period, those who advocated unconventional warfare, were discarded because the war was perceived as a failed military effort.

Janowitz contends that increases in bureaucratization and central control have once again made the conventional career the prescribed route to the top, though such a route is now best augmented by politico-military involvement, a Pentagon assignment, combat duty, and a graduate degree. Military organization parallels civilian organization in that the overall tendency is toward the bureaucratized, the predictable, and the conventional, a view of the military shared by Grusky (1964) and Zald and Simon (1964) who also reported increasingly bureaucratic tendencies in the military since the Second World War.

The second source of strain, in Janowitz's view, and one with profound impact on military career patterns, is the transformation of the shape of the military hierarchy because of increased demand for skilled personnel, who must be accommodated at the middle ranks, but who also create a perceptible 'bulge' in the rank system. No longer pyramidal, the hierarchy is now more "flask-like." This distribution has further undermined traditional notions of authority and therefore contributed to the managerial ideal: technicians are not responsive to authoritarian control--they respond to group management techniques.

Janowitz's observations regarding military career pathways are strikingly similar to those reviewed earlier pertaining to the civilian sector: career mobility patterns are created by a complex of external forces, foremost among them economic and technological, forces which create internal labor markets and associated patterns of skill differentiation and distribution. These patterns, in turn, are mediated by the organization's culture, tradition, and administrative style.

Summary

The specific focus of the current study was to determine the relative importance of within-specialty assignments and additional specialty options to the career progression of Army officers. In part, the impetus for this investigation came from the desire to respond to conventional Army folklore. Janowitz (1971) and others have discussed the pervasive concept of "idealized career" as it relates to getting ahead in the Army, i.e., that there are specific assignments and additional specialty options that an officer must receive in order to succeed. In the view of many officers, the most desirable assignments are those involving a command. Other "beliefs" are held regarding least valuable assignments and the importance of various specialty combinations. No known investigations, however, had attempted to quantify career importance in the manner of this study. The following section describes in detail the method undertaken to derive these career importance values. The next section reports the

results, providing the opportunity to determine the extent to which existing myths about the value of various assignments and additional specialties is supported by the data collected in this investigation.

Methods

This section includes a description of the questionnaire used in the study, the subjects, procedures, and techniques for analyzing the data.

Construction of the Questionnaire

In order to quantify the career progression values of within-specialty assignments and additional specialty alternatives for officers within each Army specialty, an appropriate instrument had to be conceived, developed, and pilot-tested. The initial version of the instrument, a questionnaire, was developed for three specialties (FIELD ARTILLERY, INFANTRY, COUNTERINTELLIGENCE/HUMINT) and pilot-tested with a small sample of three colonels and one major, representing the three specialties. Each respondent was queried after completion of the instrument pertaining to his specialty. On the basis of these interviews, minor revisions were undertaken to make the instrument more readable and to clarify differences between some of the within-specialty assignments. In general, however, the respondents found the format adequate and the instructions clear.

Guided by these findings, the instrument was revised and developed for all specialties. To determine the inclusiveness of the lists of assignments for each specialty and to check further on the adequacy of format and clarity of instructions, the project team sought the assistance of specialty monitors at MILPERCEN. Each monitor was asked to review the instrument corresponding to his specialty and determine if the list of assignments and designated officer grades was accurate and inclusive. Following this procedure a second revision of the instrument was undertaken taking into account the comments made by specialty monitors.

The second revision of the instrument also required combining some specialties which at an earlier time had been independent. For example, Supply Management, Logistics Services Management, and General Troop Support Materiel Management were combined and entitled Materiel and Services Management. Moreover, Education, listed as a specialty in DA Pamphlet 600-3, was eliminated. The instrument was then revised taking into account a total of 38 specialties.

The final version of the instrument included a set of instructions and two parts to be completed by the respondent. Part I covered within-specialty assignments and required respondents within each specialty to rate, using a five-point Likert-type scale ("least helpful" to "most helpful"), the career progress value for each assignment in his specialty according to separate officer grades (LT, CPT, MAJ, LTC, COL). This part of the instrument varied according to the specialty

of the respondent. Part II consisted of a list of all Army specialties. The respondent was asked to consider each one and rate it, again on a five-point scale, according to how important he thought having that additional specialty would be to the professional growth, skill acquisition, and leadership experience of officers in his specialty. On the basis of the pilot study, it was estimated that respondents would need about 20 minutes to complete their ratings. (See Appendix A - Infantry Questionnaire).

Subjects and Procedures

In order to insure an adequate sample size, the research team determined that, where possible, the instrument should be sent to a minimum of 70 respondents in each specialty. Initially, only Colonels who would rate assignments in their own primary specialty were to be included in the sample. However, it quickly became clear that this would not be possible in every case since some specialties were comprised of fewer than 70 Colonels. This led to the following decision rule for selecting respondents from each specialty: Wherever possible, respondents were randomly selected first from among Colonels for whom the specialty was their primary, and second from among Colonels for whom it was their additional specialty. If the total was still less than 70, further selections were made from among Lt. Colonels in precisely the same manner, that is, from among those for whom the specialty was their primary and then from among those for whom it was additional. In

no case were respondents selected from grades lower than Lt. Colonel even if this resulted in fewer than 70 potential respondents in a specialty. A final total of 31 specialties were comprised of enough Colonels and Lt. Colonels to warrant inclusion in the study. Finally, five specialties (Infantry, Armor, Field Artillery, Aviation, and Engineer) were deliberately oversampled.

Table 1 provides a profile of the entire sample by specialty. In each case the number of potential and actual respondents are indicated according to grade and whether the specialty was their primary or additional. Thus, for example, of the 44 Colonels with Personnel Management as a primary specialty who were sent the questionnaire, 28 returned it with complete and usable responses. Of the 26 Colonels for whom it was an additional specialty, 21 returned them. This resulted in a response rate of 70% for that specialty. Summary figures are provided at the end of Table 1. It is worth noting that the overall response rate for all specialties was 71.8%.

Data Analysis

The first analysis conducted with the data involved individual respondents' ratings. In order to adjust for possible tendencies of respondents to rate assignments consistently high or low, each respondent's ratings were standardized to a mean of 50 and a standard deviation of 10, thus permitting meaningful comparisons across raters. This proce-

TABLE 1

Number & Percentage of Respondents by Specialty

SPECIALTY	CODE	COL Pri	COL Alt	LTC Pri	LTC Alt	TOTAL	RESPONSE RATE
Infantry	11	116/151				116/151	76.8%
Armor	12	69/104				69/104	66.3%
Field Artillery	13	125/152				125/152	82.2%
Air Defense Artillery	14	53/70				53/70	75.7%
Aviation	15	66/97				66/97	68.0%
Engineer	21	76/102				76/102	74.5%
Combat Communications Electronics	25	59/70				59/70	84.3%
Communications Electronics Engineering	27	11/12	23/30	3/5	3/6	40/53	75.5%
Instructional Technology & Management	28	2/3	31/52	1/1	7/15	41/71	57.7%
Law Enforcement	31	30/46	3/3	5/9		38/58	65.5%
Tactical/ Strategic Intelligence	35	33/61	8/17			41/78	52.6%
Counterintelligence/ Human intelligence	36	23/30	16/19	11/19	2/2	52/70	74.3%
Personnel Management	41	28/44	21/26			49/70	70.0%

TABLE 1 CONTINUED

SPECIALTY	CODE	COL Pri	COL Alt	LTC Pri	LTC Alt	TOTAL	RESPONSE RATE
Personnel Admin. and Administration Management	42	15/21	11/19	9/14	10/17	45/71	63.4%
Finance	44	26/36		8/8		34/44	77.3%
Comptroller	45	5/6	48/55	0/2	5/8	58/71	81.7%
Public Affairs	46	5/8	22/32	2/5	9/12	38/57	66.7%
Foreign Area Officer	48	1/5	43/66			44/71	62.0%
Operations Research & Systems Analysis	49	4/5	44/61		4/5	52/71	73.2%
Research & Development	51	6/6	44/64			50/70	
Atomic Energy	52	3/5	25/37	1/1	5/7	34/50	68.0%
Automatic Data Processing	53	5/7	27/43	3/3	9/19	44/72	61.1%
Operations & Force Dev.	54	51/69				51/69	73.9%
Aviation Materiel Management	71	25/37	0/1	10/17	2/2	37/57	64.9%
Missile Materiel Management	73	13/15	9/12	5/6	1/1	28/34	82.4%
Chemical	74	34/44	3/3	12/15		49/62	79.0%
Munitions Materiel Management	75	28/36	4/4	8/11	2/3	42/54	77.8%
Maintenance Management	91	47/56	6/10	1/4		54/70	77.1%

TABLE 1 CONTINUED

SPECIALTY	CODE	COL Pri	COL Alt	LTC Pri	LTC Alt	TOTAL	RESPONSE RATE
Materiel & Services Management	92	37/54	12/22			49/76	64.5%
Transportation Management	95	45/55		9/10		54/65	83.1%
Procurement	97	8/12	7/13	3/3	3/4	21/32	65.6%
Total returned / Total sent		998/1350	458/658	91/131	62/101	1609/2242	71.8%
Return rate		73.9%	69.6%	68.4%	61.4%		

dure was performed independently for each respondent's ratings for Part I, involving within-specialty assignments, and then for Part II, ratings involving additional specialty assignments.

Means and standard deviations of respondents' standardized ratings were then calculated first for each assignment in each Army specialty according to separate officer grades and second, for additional specialty alternatives. These two sets of ratings were also standardized. Again using a mean of 50 and a standard deviation of 10, respondents' ratings were standardized separately for within-specialty assignment and additional specialty alternatives. In addition, a coefficient of variation was calculated for each within-specialty assignment and additional specialty alternative. This statistic, a measure of relative rather than absolute variation, permits an assessment of the confidence level for the mean rating of respondents, i.e., the lower the coefficient the greater the agreement among respondents on the career progression value of assignments and/or additional specialties. The following section presents the findings of the study.

Results

This section of the report presents the results of respondents' ratings for within-specialty assignments and additional specialty alternatives for 31 Army specialties. An initial objective was to find a concise method for

describing such a large data set. It was decided that rather than attempt to describe respondents' ratings for each of 31 specialties, the results pertaining to only one specialty would be selected and described in detail as an example of how the results for each of the other specialties could be interpreted.

The specialty which was selected for detailed description here was Infantry. The ratings of 116 Colonels whose primary specialty is Infantry are divided into two areas; first, ratings of duty assignments available to Infantry officers and second, ratings of additional specialty alternatives.

Within-Specialty Assignment Ratings

Table 2 presents the results of Colonels' ratings of present within-specialty assignments. These results indicate that there are considerable differences in the perceived career progression value of various assignments. In order to begin to understand these results, imagine, hypothetically, an officer whose career follows a "perfect track," that is, an officer who has been given what the ratings indicate are the most valuable assignments from the time he was a Lieutenant until he obtained the rank of Colonel. His career would begin by being assigned to Platoon Leader ($\bar{x}$ = 62.4) as a Lieutenant, continue by being assigned to Company Commander ($\bar{x}$ = 62.4) as a Captain, Brigade Staff Officer ($\bar{x}$ = 58.3) as a Major, Battalion Commander ($\bar{x}$ = 62.4) as a Lieutenant Colonel, and finally, having achieved the rank of Colonel, this hypothetical officer would be assigned to Brigade Group Com-

TABLE 4

Means, Standard Deviations, and Coefficients of Variation for Infantry Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT			CPT			MAJ			LTC			COL		
	x	sd	C	x	sd	C	x	sd	C	x	sd	C	x	sd	C
Aide de camp	46.7	10.4	22%	53.1	8.6	16%	49.0	8.9	18%	42.9	9.3	22%	37.4	10.6	28%
Basic Training Platoon Leader	53.5	7.3	14%												
Platoon Leader	62.4	2.8	4%												
Company Executive Officer	58.6	6.3	11%												
Division Staff Officer				47.1	7.3	16%	58.0	5.3	9%	57.7	6.1	11%			
Inspector General							47.8	7.6	16%	49.4	8.0	16%	44.7	8.9	20%
Advisor, Foreign Government				37.6	6.7	18%	42.9	6.8	16%	47.0	7.0	15%	47.1	8.4	18%
Advisor, Other				39.1	7.4	19%	43.4	6.9	16%	44.4	7.0	16%	43.8	8.1	19%
Instructor, USMA				47.4	8.2	17%	50.4	7.7	15%	46.1	7.8	17%	40.5	7.1	17%
Instructor, Other				47.4	7.5	16%	50.0	6.3	13%	45.0	7.2	16%	39.5	6.6	17%
Recruiting				41.5	8.6	21%	41.6	7.5	18%	41.4	7.4	18%	38.9	8.2	21%
Commander, Special Forces Unit				52.6	8.4	16%	52.0	7.4	14%	51.7	8.8	17%			
MAAG & Mission Advisor				41.9	6.9	17%	46.2	6.1	13%	47.0	7.0	15%			
Brigade Staff Officer				53.8	6.4	12%	58.3	5.3	9%	51.0	8.9	17%			

TABLE 4 CONTINUED

ASSIGNMENTS	LT x	LT sd	LT C	CPT x	CPT sd	CPT C	MAJ x	MAJ sd	MAJ C	LTC x	LTC sd	LTC C	COL x	COL sd	COL C
Battalion Staff Officer				59.1	4.3	7%									
Company Commander				62.4	2.8	4%									
Corps or Higher Staff Officer							50.6	6.2	12%	55.2	6.0	11%	54.1	7.0	13%
Battalion Commander										62.4	2.8	4%			
Post Commander										52.3	7.1	14%	52.2	8.5	16%
Brigade Group Commander													62.2	3.1	5%
Division Chief of Staff													61.3	3.5	6%
Service School Department Head													53.4	6.7	12%
Chief MAAG or Mission													52.0	6.3	12%
Division Chief HQDA, JCS, OSD													55.8	6.9	12%

mander ($\bar{x}$ = 62.2). Although other assignments are nearly as enhancing, these are the most highly valued. It is also worth noting that there appeared to be considerable agreement among raters about their value. The high level of agreement is indicated by the small coefficients of variation derived for each of these assignments, in most cases only 4% or 5%.

However, since the number of officers who will be able to follow such a "track" is undoubtedly small, perhaps a more important result in trying to map Infantry officers' opportunity structure is the identification of the range of potentially valuable assignments within each grade. Using a rating of 55 or higher as a cutoff, there appear to be at least two or three assignments within each grade which are viewed as important to career progression. In addition to those assignments mentioned above, i.e., those receiving the highest overall rating within each grade, the following were also highly rated: Company Executive Officer ($\bar{x}$ = 58.6) for Lieutenants; Battalion Staff Officer ($\bar{x}$ = 59.1) for Captains; Division Staff Officer ($\bar{x}$ = 58.0) for Majors; Division Staff Officer ($\bar{x}$ = 57.7) and Corps or Higher Staff Officer (x = 55.2) for Lt. Colonels; and, finally, Division Chief of Staff ($\bar{x}$ = 61.3), Division Chief HQDA, JCS, OSD ($\bar{x}$ = 55.8), and Brigade Group Commander ($\bar{x}$ = 62.2) for Colonels.

The results in Table 2 also provide an opportunity for examining differences in assignment ratings according to officer grade. This information is useful since, in addition to whether or not an officer obtains a particular assignment,

when he obtains that assignment is also important. The results indicate that the ratings for some assignments do differ according to grade. A good example of this is Division Staff Officer. While rated only moderately helpful for a Captain ($\bar{x}$ = 47.1), this assignment is viewed as much more helpful for a Major ($\bar{x}$ = 58) and/or a Lt. Colonel ($\bar{x}$ = 57.1). As another example, to be assigned as an Instructor at the U.S. Military Academy as a Major ($\bar{x}$ = 50) is perceived as being moderately helpful to career progression, but the same assignment as a Colonel ($\bar{x}$ = 40.5) appears to have little if any value. In contrast, there are other assignments which are rated similarly regardless of the officer grade. An example of this type of assignment is Commander of a Special Forces Unit which is rated virtually the same for Captains, Majors, and Lt. Colonels.

Finally, the coefficients of variation in Table 2 provide an indication of how much agreement there was among respondents for each assignment rating. And agreement about the value of certain assignments differed considerably. For example, on the one hand it would appear that the majority of respondents believe that assignment to Company Commander while a Captain is valuable to an Infantry officer's career (C $\simeq$ 4%). On the other hand, there appear to have been differences regarding the value of being an aide de camp as a Lieutenant (C = 22%). This suggests that each assignment rating must be examined in conjunction with respondents' overall level of agreement on the value of that assignment.

Description of the results for within-specialty assignment ratings has been limited to Infantry. The even numbered tables 4 - 62 provide the results for ratings of the other specialties included in the study (See Appendix B).

Additional Specialty Assignment

Part II of the questionnaire listed all Officer specialties. Instructions to the raters asked them to consider each specialty and rate it according to how helpful having that alternate would be in contributing to the professional growth, skill acquisition and leadership experience of an officer in their (the rater's) specialty. A five-point scale was used in which 5 = most helpful and 1 = least helpful. Ratings were solicited for all combinations of specialties including those which are not possible within OPMS, e.g. Armor and Infantry.

As in Part I, all ratings were standardized for individual raters to control for the variance expected to arise from rater response set and characteristic difference in scale use. Displayed in the accompanying tables (odd numbered tables from 3 to 63) are the means of the individualized standard scores for all ratings, the standard deviations of those distributions and Coefficients of Variation for each distribution.

To illustrate the use of these data, let us focus on Table 3 having to do with Infantry Officers. To answer the question, "Which alternate specialties are considered most career enhancing for an Infantry Officer?" one need only con-

TABLE 3

Means, Standard Deviations, and Coefficients of Variation for Infantry Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	50.1	9.2	18%
Armor	65.0	10.0	15%
Atomic Energy	43.9	6.5	15%
Automatic Data Processing	50.0	7.5	15%
Aviation	55.1	7.6	14%
Aviation Materiel Management	44.6	6.0	13%
Chemical	48.1	7.6	16%
Club Management	38.7	4.6	12%
Combat Communications Electronics	52.9	7.1	13%
Communications Electronics Engineering	44.1	4.9	11%
Communications Electronics Materiel Management	43.2	4.6	11%
Comptroller	53.4	9.0	17%
Counterintelligence/Human Intelligence	52.0	7.0	13%
Electronic Warfare/Cryptology	48.2	6.2	13%
Engineer	55.1	7.4	14%
Field Artillery	59.9	8.8	15%
Finance	42.7	5.8	14%
Food Management	41.8	5.3	13%
Foreign Area Officer	50.8	9.3	18%
Highway & Rail Operations	41.5	4.8	12%
Infantry			
Instructional Technology & Management	49.5	8.5	17%
Law Enforcement	46.4	5.3	11%
Maintenance Management	56.4	7.8	14%

TABLE 3 CONTINUED

ADDITIONAL SPECIALTY	x	sd	C
Marine & Terminal Operations	40.8	3.8	9%
Materiel & Services Management	46.4	7.2	16%
Missile Materiel Management	40.8	4.0	10%
Munitions Materiel Management	42.0	4.8	16%
Operations & Force Development	66.0	7.4	11%
Operations Research and Systems Analysis	57.4	8.2	14%
Personnel Administration & Administrative Management	56.3	8.0	14%
Personnel Management	61.1	7.8	13%
Petroleum Management	41.1	4.6	11%
Procurement	45.6	6.9	15%
Public Affairs	47.5	7.2	15%
Research & Development	52.2	8.4	16%
Tactical/Strategic Intelligence	56.0	6.5	12%
Transportation Management	44.1	5.4	12%

sult the Column of means from the various specialties to arrive at the following list.

Operations and Force Development	66.0
Armor	65.0
Personnel Management	61.1
Field Artillery	59.9

Since neither Armor nor Field Artillery is possible as an alternate specialty, a longer list of possibilities would be desired both by assignment officers in deciding upon alternative specialty assignments and for individual Officers in expressing a preference for alternate specialties. Lengthening the list would produce the following.

ORSA	57.4
Maintenance	56.4
Personnel Admin. & Admin. Mgt.	56.3
Tactical/Strategic Intelligence	56.0

In all cases listed, the Coefficients of Variation are sufficiently small to suggest considerable rater agreement on the helpfulness of each alternate specialty.

Another use of the tables would arise when an Infantry Officer who was preparing to express his preferences for an alternate specialty recognized in himself an interest and some capability in Finance. His question might be, "If I seek and get Finance as an alternate, how helpful would that be to my career progress as an Infantry Officer?" Consulting Table 3 would reveal that Finance ($\tilde{x}$ = 42.7) is not considered to be very enhancing for the careers of Infantry Officers and,

should his interest in pursuing that alternate persist, it should be weighed against that fact. Further inquiry into the table might, however, be guided by a question such as, "If Finance is not very helpful, are there similar specialties which are?" One might then search for specialties which bear some similarity to Finance and learn that Comptroller ($\bar{x}$ = 53.4) is indeed moderately helpful.

Table 64 (See Appendix B) combines the ratings from all the tables having to do with alternate specialties and permits the viewing of all pairs of specialties together. An assignment officer might approach Table 64 with a question such as, "If I must assign X officers to the alternate specialty of Materiel Services Management, from which specialties should those officers come in order to maximize career progress for all?" The answers might take the following forms.

1. It would be most enhancing to select from officers whose specialties are:

Procurement	64
Maintenance Management	61
Transportation Management	61
Aviation Materiel Management	60

2. In the interest of maximizing career progress, one should not select officers whose specialties are:

Counterintelligence/Humint	42
Tactical/Strategic Intelligence	43
Public Affairs	44

3. If there is a choice, one should assign officers with specialties in

Comptroller	53
or	
Engineering	52

rather than officers whose specialties are

Counterintelligence/Humint	42
or	
Public Affairs	44

Uses

In general these data on the probable helpfulness of within-specialty assignments and specialty pair combinations define a general picture of the entire officer career system as it is likely to be influenced by the OPMS requirements. As such they provide a means for identifying regularities and idiosyncracies within the entire system. Furthermore the data provide a management tool for within-specialty assignments and the assignment of additional specialties which should assist MILPERCEN in blending the manpower needs of the Army with the growth and development of individual officers, as OPMS prescribes. Indeed, such a management tool might well lead to decision rules to assist in the construction of an algorithm for both within-specialty assignments and for additional specialty assignment. Finally, the data could provide a valuable tool for individual officers as they (a) prepare to express their preferences for additional specialties and (b) monitor the progress of their own careers.

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Appendix A

Infantry Questionnaire

CAREER PROGRESS

QUESTIONNAIRE

INFANTRY

PT 5307 u

REPORTS CONTROL SYMBOL
ATZI-NCR-MS-81-3

RATING THE CAREER PROGRESS VALUE OF ARMY OFFICER ASSIGNMENTS

In the pages which follow, you are asked to rate various duty assignments according to how much you think each assignment would help an officer toward a high level of professional qualification in his specialty. Though we are aware that most of career progress depends on an officer's personal characteristics and duty performance, this exercise is an attempt to evaluate how duty assignments, in and of themselves, contribute to career progress by providing for professional growth, skill acquisition, and leadership experience. Therefore we ask you to assume a frame of reference based on "all other things being equal" as you do your ratings.

Part I asks you to rate specific duty assignments within your specialty according to how helpful they are for officers at each grade.

Part II asks you to rate all other specialties besides your own according to how helpful they would be as additional specialties for officers within your specialty.

The ratings should take about 20 minutes to complete.

Part I: Within-Specialty Assignments

In this part you are asked to rate the career progress value of assignments within the specialty of INFANTRY.

The left hand column of the rating form lists the within-specialty assignments and officer grades are listed across the top. Please note that each assignment is not relevant for all officer grades (see example below).

Using the following 5-point scale, rate each assignment according to separate officer grades (LT, CAPT, MAJ, LTC, COL) in the spaces provided:

1 — 2 — 3 — 4 — 5

1 = Least Helpful; 5 = Most Helpful

Each point on the scale may be used as many times as you see fit. We recommend that you use a pencil in completing this form since previous experience has shown that respondents sometimes change their initial ratings of some assignments.

EXAMPLE: If you believe that Division Staff Officer is minimally helpful for a Captain, maximally helpful for a Major, and somewhat less helpful for a Lieutenant Colonel, you would rate this assignment as follows:

Within-Specialty Assignment	Officer Grade				
	LT	CAPT	MAJ	LTC	COL
Division Staff Officer		2	5	4	

In this example Lieutenants and Colonels are not normally assigned as Divisio Staff Officers, thus no rating is required.

INFANTRY

1 — 2 — 3 — 4 — 5

1 Least Helpful

5 Most Helpful

Within-Specialty Assignment	Officer Grade				
	LT	CAPT	MAJ	LTC	COL
Aide de Camp					
Basic Training Platoon Leader					
Platoon Leader					
Company Executive Officer					
Division Staff Officer					
Inspector General					
Advisor, Foreign Government					
Advisor, Other					
Instructor, USMA					
Instructor, Not USMA					
Recruiting					
Commander, Special Forces Unit					
MAAG & Mission Advisor					
Brigade Staff Officer					
Battalion Staff Officer					
Company Commander					
Corps or Higher Staff Officer					
Battalion Commander					
Post Commander					
Brigade Group Commader					

1 — 2 — 3 — 4 — 5

Least Helpful — Most Helpful

Within-Specialty Assignment	Officer Grade				
	LT	CAPT	MAJ	LTC	COL
Division Chief of Staff					
Service School Department Head					
Chief MAAG or Mission					
Division Chief HQDA, JCS, OSD					

Part II: Additional Specialties

Under the procedures of OPMS, every officer with a specialty in

INFANTRY

must eventually have an additional specialty. Following is a list of all Army specialties. Consider each one and rate it according to how much you think having that additional specialty would contribute to the professional growth, skill acquisition and leadership experience of a(n) _____ INFANTRY _____ officer. For each specialty ask yourself:

How helpful would having it (each specialty) as an additional specialty be for enhancing the professional qualification of a (n) _____ INFANTRY _____ officer?

Use the same five-point scale you used in Part I.

1	2	3	4	5
Least Helpful				Most Helpful

Specialty	Rating
Air Defense Artillery	
Armor	
Atomic Energy	
Automatic Data Processing	
Aviation	
Aviation Materiel Management	
Chemical	
Club Management	
Combat Communications-Electronics	
Communications-Electronics Engineering	
Communications-Electronics Materiel Management	
Comptroller	
Counterintelligence/HUMINT	

Part II: Additional Specialties

1 — 2 — 3 — 4 — 5

Least Helpful — Most Helpful

Specialty	Rating
Electronic Warfare/Cryptology	
Engineer	
Field Artillery	
Finance	
Food Management	
Foreign Area Officer	
Highway and Rail Operations	
Instructional Technology and Management	
Law Enforcement	
Maintenance Management	
Marine and Terminal Operations	
Materiel and Services Management	
Missile Materiel Management	
Munitions Materiel Management	
Operations and Force Development	
Operations Research/Systems Analysis	
Personnel Administration & Administrative Management	
Personnel Management	
Petroleum Management	
Procurement	
Public Affairs	
Research and Development	
Tactical/Strategic Intelligence	
Transportation Management	

Appendix B

Tables 4 - 64

TABLE 4

Means, Standard Deviations, and Coefficients of Variation for Armor Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Battalion Staff Officer	45.8	8.9	19%												
Assistant Training Officer	47.9	7.0	15%												
Platoon Leader	63.1	2.8	4%												
Troop/Company Executive Officer	61.1	4.8	8%												
Advisor, Foreign Government				38.2	6.6	17%	45.7	6.4	14%	49.9	7.1	14%	50.5	8.0	16%
Advisor, Other				39.1	6.1	16%	44.6	7.2	16%	47.0	6.6	14%	45.9	7.3	16%
Instructor, USMA				45.6	8.5	19%	50.3	8.3	17%	45.4	7.1	16%	40.0	6.8	17%
Instructor, Other				48.6	8.0	16%	51.4	7.6	15%	46.6	7.3	16%	40.7	7.5	19%
Aide de Camp	48.8	9.1	19%	52.3	8.2	16%	49.7	8.2	17%	44.7	11.0	25%	43.6	11.0	25%
Recruiting				40.1	6.7	17%	41.8	6.9	16%	41.4	6.6	16%	39.2	6.5	17%
Commander, Special Forces Unit				47.4	9.6	20%	47.0	8.8	19%	47.0	10.0	21%			
Staff Officer, Battalion or Higher				54.9	6.0	11%	59.4	4.9	8%						
Troop/Company Commander				63.0	3.0	5%									
Inspector General							49.6	8.0	16%	49.9	7.2	14%	47.2	7.6	[illegible]%

TABLE 4 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Staff Officer, Brigade or Higher										56.9	6.0	11%			
Post Commander										50.2	6.6	13%	51.6	7.7	15%
Squadron/Battalion Commander										63.0	2.9	5%			
Dept. Head, Service School													53.6 53.6	6.9 6.9	13% 13%
Staff Officer, Corps or Higher													55.0	6.4	12%
Division Chief, HQDA, JCS, OSD													56.0	6.2	11%
Division Chief of Staff													62.1	3.4	5%
Brigade/Group Commander													62.8	3.3	5%

TABLE 5

Means, Standard Deviations, and Coefficients of Variation for Armor Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	46.5	7.3	16%
Armor			
Atomic Energy	44.1	6.4	15%
Automatic Data Processing	50.6	6.8	14%
Aviation	59.3	7.7	13%
Aviation Materiel Management	48.7	7.3	15%
Chemical	46.5	7.4	16%
Club Management	38.7	6.2	16%
Combat Communications Electronics	52.2	7.5	14%
Communications Electronics Engineering	45.6	5.0	11%
Communications Electronics Materiel Management	45.0	5.3	12%
Comptroller	51.4	7.9	15%
Counterintelligence/Human Intelligence	48.8	6.5	13%
Electronic Warfare/Cryptology	47.2	6.5	14%
Engineer	52.3	9.2	18%
Field Artillery	52.7	9.6	18%
Finance	41.5	6.2	15%
Food Management	39.4	5.4	14%
Foreign Area Officer	51.2	8.8	17%
Highway & Rail Operations	42.4	5.9	14%
Infantry	58.0	11.0	19%
Instructional Technology & Management	50.8	7.7	15%
Law Enforcement	43.3	6.2	14%
Maintenance Management	62.9	7.0	11%

TABLE 5 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	40.6	4.3	11%
Materiel & Services Management	49.7	8.1	16%
Missile Materiel Management	41.9	4.9	12%
Munitions Materiel Management	47.0	7.4	16%
Operations & Force Development	65.5	6.8	10%
Operations Research and Systems Analysis	59.0	9.0	15%
Personnel Administration & Administrative Management	55.7	7.8	14%
Personnel Management	59.1	7.7	13%
Petroleum Management	42.5	5.1	12%
Procurement	48.1	8.1	17%
Public Affairs	46.7	7.2	15%
Research & Development	59.7	8.5	14%
Tactical/Strategic Intelligence	53.3	8.3	16%
Transportation Management	45.1	6.5	14%

TABLE 6

Means, Standard Deviations, and Coefficients of Variation
for Field Artillery Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Assistant Staff Officer, Battalion	44.2	8.9	20%												
Recon/Survey Officer	51.0	9.0	18%												
Forward Observer	57.1	6.8	12%												
Platoon Leader	57.1	5.8	10%												
Fire Direction Officer	60.6	3.9	6%												
Battery Executive Officer	61.8	3.1	5%												
Inspector General							46.1	9.3	20%	47.5	8.7	18%	44.8	9.3	21%
Instructor, USMA				43.4	8.9	21%	46.6	7.7	17%	43.5	7.0	16%	39.5	7.1	18%
Instructor, ROTC				42.4	7.7	18%	44.9	6.8	15%	42.3	6.0	14%	38.3	6.8	18%
Instructor, Army School				49.6	7.6	15%	52.2	6.2	12%	46.8	6.5	14%	41.5	8.6	21%
Advisor, Foreign Government				37.7	6.9	18%	42.9	6.9	16%	46.4	7.8	17%	46.9	9.0	19%
Advisor, Army Readiness Region				41.3	7.4	18%	46.2	6.5	14%	46.0	6.9	15%	45.0	7.8	17%
Recruiting, USARECOM Staff				37.7	5.7	15%	39.4	6.0	15%	39.6	6.0	15%	39.1	6.4	16%
Recruiting, District/ Area Commander				39.6	7.0	18%	41.6	6.6	16%	43.9	8.0	18%	41.5	7.7	19%

TABLE 6 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Fire Support Officer				56.9	5.9	10%									
MAAG or Mission Duty				41.5	6.1	15%									
Staff Officer, Battalion Staff				54.9	5.0	9%	57.9	5.0	9%						
Staff Officer, Brigade/Group				50.5	5.9	12%	55.9	4.7	8%	54.6	6.7	12%			
Staff Officer, Division Staff				45.4	6.4	14%	54.7	5.6	10%	57.6	5.1	9%			
Battalion Executive Officer							60.4	4.0	7%						
Staff Officer Corps Staff													52.7	6.6	13%
Battery/Company/ Detachment Commander	59.0	8.1	14%	61.4	5.4	9%									
Pershing Battery Commander							59.2	6.2	10%						
DIVARTY/Group/ Brigade Executive Officer										56.7	5.3	9%			
Battalion Commander										62.0	2.7	4%			
Aide de Camp	48.6	9.0	19%	50.1	8.1	16%	47.5	8.7	18%	46.0	9.4	21%	44.9	11.0	24%
Group/DIVARTY Commander													62.0	2.7	4%

TABLE 6 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Corps Artillery Executive Officer													54.8	5.5	10%
Post Commander													52.9	7.3	14%
Brigade Commander													61.2	3.7	6%
Division Chief of Staff													60.6	4.1	7%
Division Chief HQDA, JCS, OSD													56.1	5.9	11%
Service School Dept. Head													54.3	5.5	10%
Corps Artillery Deputy Commander													55.8	5.5	10%
Staff Officer MACOM Staff				41.1	6.8	16%	48.3	5.8	12%	52.0	5.9	11%	49.4	7.5	15%
Staff Officer DA Staff				42.0	9.3	22%	54.2	7.3	13%	58.0	6.0	10%	52.6	8.3	16%

TABLE 7

Means, Standard Deviations, and Coefficients of Variation for Field Artillery Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	52.3	9.4	18%
Armor	57.3	10.2	18%
Atomic Energy	53.8	8.8	16%
Automatic Data Processing	55.8	7.4	13%
Aviation	52.0	9.6	18%
Aviation Materiel Management	44.4	6.9	16%
Chemical	47.6	7.0	15%
Club Management	37.1	5.1	14%
Combat Communications Electronics	54.9	6.7	12%
Communications Electronics Engineering	47.4	6.6	14%
Communications Electronics Materiel Management	45.9	6.5	14%
Comptroller	52.1	8.4	16%
Counterintelligence/Human Intelligence	47.4	6.9	15%
Electronic Warfare/Cryptology	47.1	7.1	15%
Engineer	49.6	7.4	15%
Field Artillery			
Finance	41.7	6.2	15%
Food Management	40.5	6.0	15%
Foreign Area Officer	46.7	8.4	18%
Highway & Rail Operations	39.4	4.6	12%
Infantry	58.3	10.1	17%
Instructional Technology & Management	49.0	7.8	16%
Law Enforcement	41.9	5.1	12%
Maintenance Management	58.0	7.6	13%

TABLE 7 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	40.0	4.6	11%
Materiel & Services Management	47.9	7.9	17%
Missile Materiel Management	51.9	8.2	16%
Munitions Materiel Management	53.2	7.2	13%
Operations & Force Development	63.4	7.8	12%
Operations Research and Systems Analysis	57.5	7.9	14%
Personnel Administration & Administrative Management	55.1	8.0	14%
Personnel Management	58.9	7.3	12%
Petroleum Management	40.5	4.9	12%
Procurement	47.9	8.8	18%
Public Affairs	43.4	6.9	16%
Research & Development	56.8	8.5	15%
Tactical/Strategic Intelligence	51.5	7.5	15%
Transportation Management	42.9	5.8	13%

TABLE 8

Means, Standard Deviations, and Coefficients of Variation
for Air Defense Artillery Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Battery Executive Officer	59.0	6.6	11%												
Maintenance Officer	51.5	7.0	14%												
Assistant Platoon Leader	44.0	11.1	25%												
Platoon Leader	61.9	3.3	5%												
Supply Officer	9.1	8.1	17%												
Training Officer	49.6	7.8	16%												
Tactical Control Officer	55.3	7 4	13%												
Battery/Detachment or Company Commander	56.2	7.8	14%	62.2	2.8	5%									
Battalion Staff Officer	39.4	9.4	24%	56.1	6.6	12%	58.1	6.0	10%						
Commander, Special Forces Unit				47.5	10.0	21%	48.1	9.8	20%	47.8	10.0	21%			
Instructor, ROTC				44.0	7.0	16%	46.9	6.6	14%	43.3	6.1	14%	40.8	6.7	16%
Instructor, USMA				46.9	6.3	13%	50.2	7.0	14%	45.8	7.6	17%	42.5	8.4	20%
Instructor, Army School				49.9	6.6	13%	51.8	6.0	12%	46.4	7.2	16%	39.6	6.9	17%

TABLE 8 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Recruiting, USARECOM Staff				38.9	5.3	14%	39.8	5.6	14%	40.4	7.1	18%	39.2	7.2	18%
Recruiting, District/ Area Commander				41.6	6.2	15%	42.6	6.3	15%	44.5	8.0	18%	41.4	8.6	21%
Division Staff Officer				47.3	8.3	18%	57.1	5.2	9%	57.9	4.7	8%	51.2	9.1	18%
Staff Officer MACOM Staff				43.4	7.4	17%	52.0	7.5	14%	53.9	7.6	14%	51.6	8.4	16%
Staff Officer DA Staff				41.5	10.2	24%	57.5	6.0	10%	60.5	3.8	6%	56.5	6.6	12%
Advisor, Foreign Government				39.0	9.3	24%	44.5	7.6	17%	48.7	8.3	17%	50.7	9.2	18%
Advisor, Army Readiness Region				39.4	7.9	20%	44.4	8.2	19%	45.1	8.8	20%	43.9	9.0	20%
Brigade/Croup Staff Officer				49.9	8.4	17%	56.6	5.6	10%	55.7	7.4	13%			
Inspector General							47.9	7.1	15%	50.0	8.0	16%	48.1	8.7	18%
Battalion Commander										62.2	2.9	5%			
Post Commander										53.4	7.3	14%	54.0	7.4	14%
Division Chief of Staff													61.7	3.4	6%
Service School Department head													55.1	6.1	11%
Staff Officer Corps Staff													52.8	4.5	9%

TABLE 8 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Brigade/Group Commander													62.2	3.0	5%
Aide de Camp	50.6	10.4	21%	53.1	9.4	18%	52.2	9.0	17%	49.0	10.2	21%	45.4	13.1	29%

TABLE 9

Means, Standard Deviations, and Coefficients of Variation for Air Defense Artillery Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery			
Armor	52.3	10.4	20%
Atomic Energy	54.9	8.6	16%
Automatic Data Processing	56.5	6.7	12%
Aviation	47.5	8.2	17%
Aviation Materiel Management	44.1	5.5	12%
Chemical	43.3	5.8	13%
Club Management	36.4	4.1	11%
Combat Communications Electronics	54.4	6.1	11%
Communications Electronics Engineering	53.1	8.5	16%
Communications Electronics Materiel Management	50.6	6.7	13%
Comptroller	51.3	8.5	17%
Counterintelligence/Human Intelligence	45.1	5.1	11%
Electronic Warfare/Cryptology	49.6	8.5	17%
Engineer	49.6	8.1	16%
Field Artillery	56.2	8.7	15%
Finance	43.4	5.8	13%
Food Management	39.2	6.8	17%
Foreign Area Officer	46.8	8.3	18%
Highway & Rail Operations	39.1	6.2	16%
Infantry	51.8	9.7	19%
Instructional Technology & Management	47.2	7.3	15%
Law Enforcement	42.3	5.3	13%
Maintenance Management	57.2	7.4	13%

TABLE 9 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	38.4	4.6	12%
Materiel & Services Management	48.0	7.7	16%
Missile Materiel Management	59.8	7.1	12%
Munitions Materiel Management	52.5	8.0	15%
Operations & Force Development	60.5	7.7	13%
Operations Research and Systems Analysis	60.3	.7	13%
Personnel Administration & Administrative Management	54.7	7.2	13%
Personnel Management	58.2	6.4	11%
Petroleum Management	40.5	6.8	17%
Procurement	51.1	7.3	14%
Public Affairs	44.6	7.7	17%
Research & Development	61.3	6.0	10%
Tactical/Strategic Intelligence	49.6	6.3	13%
Transportation Management	40.5	4.4	11%

TABLE 10

Means, Standard Deviations, and Coefficients of Variation for Aviation Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT			CPT			MAJ			LTC			COL		
	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C
Nontactical Aviation Unit Officer	41.4	9.3	23%												
Combat Support Aviation Unit Leader	52.0	6.7	13%												
Combat Service Support Aviation Unit Leader	49.8	7.9	16%												
Combat Aviation Unit Leader	57.9	5.4	9%												
Aide de Camp	44.3	10.9	25%	48.9	9.3	19%	47.1	9.5	20%	42.2	9.8	23%	38.7	10.4	27%
Instructor, USMA				40.8	8.0	20%	45.1	9.2	20%	42.3	9.4	22%	37.4	10.1	27%
Instructor, Other				42.2	8.3	20%	45.2	6.8	15%	41.3	7.6	18%	37.0	8.2	22%
Experimental Test Pilot				48.8	10.5	21%	47.2	10.3	22%	40.7	11.2	27%	35.4	8.8	25%
Aviation Detachment Commander				55.3	5.5	10%									
Aviation Battalion/ Group Staff Officer				52.6	6.3	12%	54.4	6.4	12%						
Assault Support/ Company XO, Platoon Leader				55.5	5.3	10%									

TABLE 10 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Assault Helicopter Co/Air Cavalry Troop XO or Platoon Leader				58.3	4.2	7%									
Aerial Surveillance Co/ATC Unit Ops Officer or Platton Leader				52.2	6.1	12%									
Advisor, Foreign Government				38.1	6.2	16%	42.8	6.3	15%	46.0	7.4	16%	46.5	9.0	19%
Advisor, Other				37.6	6.3	17%	41.7	6.3	15%	42.7	7.2	17%	42.0	8.3	20%
Research & Development Coordinator							17.7	6.6	14%	50.5	6.7	13%			
Nontactical Aviation Unit Commander							53.2	5.6	11%						
MAAG & Mission Duty							43.6	5.9	14%	44.3	6.3	14%			
Heavy Lift Helicopter Co. Commander							57.8	5.4	9%						
Aviation Staff Officer Division or Higher							54.0	4.7	9%	53.8	5.6	10%			
ATC Detachment Commander							49.5	7.2	15%						
Attach Helicopter Company Commander							60.2	3.0	5%						
Assault Helicopter Company Commander							60.0	3.0	5%						

TABLE 10 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Airfield Commander							47.9	6.6	14%	47.9	8.1	17%			
Aerial Surveillance Company Commander							55.7	5.5	10%						
Training Battalion Commander										51.6	7.5	14%			
Combat Aviation Battalion Commander										60.1	2.7	4%			
Branch Chief, HQDA, JCS, OSD										55.9	5.1	9%			
Attack Helicopter Battalion Commander										60.3	2.8	5%			
Assault Support Helicopter Battalion Commander										59.4	3.2	5%			
Air Traffic Control Aviation Commander										52.5	6.3	12%			
Air Cavalry Squadron Commander										60.3	2.8	5%			
Staff Officer Major Command													52.1	5.9	11%
Service School Department Head													50.4	6.0	12%
Project Manager													56.8	5.7	10%
Post Commander													49.2	8.5	17%
Division Chief, HQDA, JCS, OSD													56.0	5.5	10%

TABLE 10 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Chief, MAAG or Mission													49.8	6.7	13%
Aviation Group Commander													60.1	3.1	5%
Air Cavalry Troop Commander							60.3	2.8	5%						
Assault Support Helicopter Company Commander							59.2	3.4	6%						

TABLE 11

Means, Standard Deviations, and Coefficients of Variation for Aviation Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{X}$	sd	C
Air Defense Artillery	56.7	8.5	15%
Armor	64.4	6.4	10%
Atomic Energy	41.7	6.1	15%
Automatic Data Processing	46.8	6.4	14%
Aviation			
Aviation Materiel Management	64.1	7.3	11%
Chemical	42.1	5.7	14%
Club Management	35.8	6.4	18%
Combat Communications Electronics	52.1	6.1	12%
Communications Electronics Engineering	49.7	6.7	13%
Communications Electronics Materiel Management	50.0	6.7	13%
Comptroller	46.9	7.0	15%
Counterintelligence/Human Intelligence	48.3	5.8	12%
Electronic Warfare/Cryptology	47.2	6.5	14%
Engineer	49.9	7.5	15%
Field Artillery	61.3	6.8	11%
Finance	39.7	5.8	15%
Food Management	37.3	5.6	15%
Foreign Area Officer	43.8	6.7	15%
Highway & Rail Operations	42.0	5.1	12%
Infantry	63.8	6.5	10%
Instructional Technology & Management	48.4	6.4	13%
Law Enforcement	41.8	5.3	13%
Maintenance Management	59.7	6.2	10%

TABLE 11 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	42.4	5.3	13%
Materiel & Services Management	49.9	7.8	16%
Missile Materiel Management	46.6	6.2	13%
Munitions Materiel Management	46.3	5.7	12%
Operations & Force Development	59.4	6.9	12%
Operations Research and Systems Analysis	55.0	6.5	12%
Personnel Administration & Administrative Management	51.0	7.0	14%
Personnel Management	51.3	7.4	14%
Petroleum Management	44.6	5.5	12%
Procurement	50.7	6.3	12%
Public Affairs	42.1	6.0	14%
Research & Development	57.7	6.8	12%
Tactical/Strategic Intelligence	51.4	6.6	13%
Transportation Management	51.2	7.0	14%

TABLE 12

Means, Standard Deviations, and Coefficients of Variation for Engineer Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT			CPT			MAJ			LTC			COL		
	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C
Training Officer	51.2	8.5	17%												
Topographic Engineer	43.8	6.0	14%	47.5	6.8	14%	46.4	6.9	15%	44.1	8.0	18%	41.2	8.1	20%
Engineer Staff Officer	45.6	8.5	17%	54.2	5.8	11%	60.4	4.3	7%	56.0	5.6	10%	50.5	8.0	16%
Company Executive Officer	57.7	6.1	11%												
Platoon Leader	63.9	3.2	5%												
Recruiting				39.0	5.9	15%	39.0	6.0	15%	38.1	5.7	15%	36.6	6.0	16%
Advisor, Foreign Government				44.6	5.8	13%	46.8	5.3	11%	46.1	6.9	15%	43.8	6.8	16%
Advisor, Other				42.7	6.3	15%	45.2	5.8	13%	44.9	6.4	14%	42.2	6.0	14%
Instructor, USMA				51.7	8.1	16%	52.8	7.2	14%	47.0	6.8	14%	42.0	6.5	15%
Instructor, PMS										47.8	5.4	11%	44.9	6.5	14%
Instructor, Other				50.0	7.1	14%	50.1	6.3	13%	44.4	5.7	13%	40.6	5.8	14%
Pipeline Engineer				46.2	6.9	15%									
Civil Engineer				55.4	5.8	10%									
Facilities Engineer				52.6	7.2	14%	56.9	6.0	11%	59.3	5.4	9%	59.1	6.1	10%
Company Commander				64.3	2.9	5%									

TABLE 12 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Inspector General							44.9	6.6	15%	45.5	7.3	16%	42.9	7.4	17%
Resident Engineer							58.8	5.1	9%						
Area Engineer										59.2	5.1	9%			
Battalion Commander										64.3	2.9	5%			
District Engineer													63.8	3.0	5%
Brigade/Group Commander													63.9	2.9	5%
Aide de Camp	52.3	8.9	17%	52.8	8.6	16%	49.1	9.3	19%	44.8	9.5	21%	42.1	10.2	24%

TABLE 13

Means, Standard Deviations, and Coefficients of Variation for Engineer Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{X}$	sd	C
Air Defense Artillery	42.7	6.0	14%
Armor	49.4	8.3	17%
Atomic Energy	58.6	7.3	12%
Automatic Data Processing	60.1	7.0	12%
Aviation	43.7	6.5	15%
Aviation Materiel Management	42.1	6.1	14%
Chemical	44.3	7.0	16%
Club Management	36.8	4.8	13%
Combat Communications Electronics	47.2	6.3	13%
Communications Electronics Engineering	51.0	7.3	14%
Communications Electronics Materiel Management	45.7	6.1	13%
Comptroller	58.5	8.7	15%
Counterintelligence/Human Intelligence	43.1	5.8	13%
Electronic Warfare/Cryptology	42.0	5.5	13%
Engineer			
Field Artillery	46.3	7.3	16%
Finance	44.6	6.9	16%
Food Management	38.4	7.1	19%
Foreign Area Officer	48.7	7.5	15%
Highway & Rail Operations	53.5	9.3	17%
Infantry	49.6	8.7	18%
Instructional Technology & Management	50.2	6.9	14%
Law Enforcement	39.1	5.3	13%
Maintenance Management	56.4	6.7	12%

TABLE 13 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	51.2	7.1	14%
Materiel & Services Management	52.3	7.5	14%
Missile Materiel Management	43.7	5.7	13%
Munitions Materiel Management	44.4	5.3	12%
Operations & Force Development	61.0	7.0	11%
Operations Research and Systems Analysis	64.7	6.6	10%
Personnel Administration & Administrative Management	51.3	8.2	16%
Personnel Management	54.2	8.1	15%
Petroleum Management	48.8	6.3	13%
Procurement	60.3	6.3	11%
Public Affairs	45.9	8.1	18%
Research & Development	63.8	5.8	9%
Tactical/Strategic Intelligence	48.9	8.0	16%
Transportation Management	49.2	6.3	13%

TABLE 14

Means, Standard Deviations, and Coefficients of Variation for Combat Communications Electronics Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT			CPT			MAJ			LTC			COL		
	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C
Communications Center Officer	52.4	6.9	13%												
Platoon Leader/ Detachment Commander	62.2	3.6	6%												
Telephone Digital Communications Officer	50.8	7.9	16%												
Troop Training Officer	47.4	6.6	14%												
Instructor, USMA	34.8	6.2	18%	44.2	6.7	15%	48.3	7.6	16%	45.6	7.6	17%	39.0	7.0	18%
Instructor, Other	36.2	6.3	18%	46.2	6.9	15%	49.3	6.5	13%	44.6	6.4	14%	38.0	6.8	18%
Recruiting	33.4	5.5	17%	39.7	5.8	15%	42.1	8.0	19%	40.5	8.2	20%			
Assistant S-3, Battalion				58.8	5.0	9%									
C-E Fixed Telephone Communications Officer				50.8	6.8	13%									
Communications Center Officer				48.5	5.9	12%									
Company Commander				62.6	3.2	5%									
Radio Systems Officer, Battalion Company				55.6	5.9	11%									

TABLE 14 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Telephone Digital Communications Officer				53.8	5.9	11%									
Advisor, Foreign Government				42.6	6.7	16%	47.4	6.6	14%	48.8	6.6	14%	49.1	8.0	16%
Advisor, Other				41.8	5.1	12%	45.6	6.3	14%	46.2	6.9	15%	46.0	7.5	16%
C-E Staff Officer Major Command				47.7	6.5	14%	52.4	6.5	12%						
Inspector General							47.6	7.3	15%						
Executive Officer, Battalion, Facility, Center							58.7	6.3	11%						
Operations and Training Officer							52.4	5.8	11%						
Post C-E Officer Army Garrison							48.6	6.4	13%						
Battalion Commander										62.8	2.9	5%			
C-E Dept. Chief										56.0	5.6	10%			
C-E Staff Officer, Major Command										58.6	4.8	8%			
Operations and Training Officer HQDA										53.0	6.4	12%			
Post Commander										52.4	8.1	16%			
Signal Battalion Commander										62.9	2.8	4%			

TABLE 14 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Staff/Faculty, CGSC										50.4	6.3	12%			
C-E Staff Officer													56.8	6.0	11%
Commander; Signal Group, Signal Brigade													62.6	3.2	
Commander, USACC Group													61.0	4.6	8%
Corps or Higher Signal Officer													60.4	4.4	7%
Military College Faculty Member													47.2	5.6	12%
Professor of Military Science													47.4	6.0	13%
White House Communications Agency													58.8	5.5	9%
Aide de Camp	49.9	10.7	21%	52.0	8.5	16%	47.9	8.7	18%	44.7	9.3	21%	43.0	11.1	26%

TABLE 15

Means, Standard Deviations, and Coefficients of Variation for Combat Communications Electronics Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	52.5	7.3	14%
Armor	51.6	7.3	14%
Atomic Energy	45.3	6.2	14%
Automatic Data Processing	66.6	7.1	11%
Aviation	48.3	6.1	13%
Aviation Materiel Management	45.2	6.5	14%
Chemical	41.2	4.8	12%
Club Management	37.9	3.9	10%
Combat Communications Electronics			
Communications Electronics Engineering	68.5	5.7	8%
Communications Electronics Materiel Management	65.1	5.8	9%
Comptroller	52.5	7.5	14%
Counterintelligence/Human Intelligence	48.0	7.4	15%
Electronic Warfare/Cryptology	60.9	7.2	12%
Engineer	50.1	6.6	13%
Field Arti.lery	51.3	7.1	14%
Finance	42.6	5.5	13%
Food Management	38.6	4.1	11%
Foreign Area Officer	46.9	6.7	14%
Highway & Rail Operations	40.7	3.8	9%
Infantry	50.1	8.1	16%
Instructional Technology & Management	49.3	7.3	15%
Law Enforcement	41.1	2.7	6%
Maintenance Management	56.6	6.0	11%

TABLE 15 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	40.8	3.4	8%
Materiel & Services Management	48.5	7.4	15%
Missile Materiel Management	43.0	5.9	14%
Munitions Materiel Management	41.5	4.7	11%
Operations & Force Development	56.3	6.1	11%
Operations Research and Systems Analysis	57.6	5.7	10%
Personnel Administration and Administrative Management	51.9	6.6	13%
Personnel Management	52.3	6.5	12%
Petroleum Management	40.2	3.9	10%
Procurement	54.3	6.6	12%
Public Affairs	44.1	5.8	13%
Research & Development	58.5	6.6	11%
Tactical/Strategic Intelligence	51.2	5.8	11%
Transportation Management	41.2	4.1	10%

TABLE 16

Means, Standard Deviations, and Coefficients of Variation
for Communications Electronics Engineering Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT			CPT			MAJ			LTC					
	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C
Recruiting	36.7	3.9	11%	37.9	3.7	10%	38.2	4.5	12%	38.6	5.4	14%	37.2	4.2	11%
Instructor, USMA	41.8	6.3	15%	49.8	7.7	16%	51.6	7.5	14%	45.7	6.6	14%	42.5	5.5	13%
Instructor, Other	42.1	6.2	15%	48.6	5.7	12%	49.0	6.6	14%	44.1	5.0	11%	41.9	5.0	12%
Troop Training Officer	45.6	8.5	19%												
Platoon Leader, Signal Company	60.6	5.4	9%												
Telephone Digital Communications Officer, Signal Battalion	59.5	5.1	9%												
Radio, Electrical, Electronic Engineer	59.4	6.7	11%												
Advisor, Foreign Government				44.3	5.8	13%	47.0	6.1	13%	47.3	6.7	14%	46.7	8.1	17%
Advisor, Other				44.1	5.8	13%	44.9	5.4	12%	43.9	4.9	11%	42.7	5.8	14%
Aide de Camp	44.8	8.0	18%	44.7	6.6	15%	41.8	6.0	14%	40.0	5.9	15%	39.5	6.0	15%
Electrical/ Electronics Engineer				61.6	4.3	7%	61.9	3.7	6%						
Frequency Engineer; Group, Brigade				54.4	5.3	10%	54.3	5.9	11%						

TABLE 16 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Radio Engineer, Signal School Group				54.5	6.1	11%									
C-E Systems Engineer; Group, Battalion, Brigade, USACC Facility, Center				59.7	4.9	8%	60.8	4.1	7%						
C-E Design Engineer, USATCOM				59.3	5.4	9%									
Inspector General							42.5	5.3	12%	42.2	5.9	14%	40.8	6.7	16%
Radio Engineer, INSCOM							56.0	5.1	9%						
Electrical/Electronics Engineer, ARADCOM, INSCOM, USACC, DARCOM, HQDA, OSD							60.2	4.9	8%						
Executive Officer, USACC Battalion							54.0	7.9	15%						
Staff/Faculty, CGSC										48.8	6.1	13%			
Radio Engineer; OSD, INSCOM										57.8	4.4	8%			
Electrical/Electronics Engineer; OSD, HQDA, DARCOM										60.0	4.4	7%			
C-E Systems Engineer; OSD, USACC										60.3	4.3	7%			

TABLE 16 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Deputy Commander, USACC/CEELA										59.7	5.3	9%			
Frequency Engineer, OSD													53.3	7.1	13%
Electrical/Electronics Engineer, OSD													58.9	6.0	10%
C-E Systems Engineer; USACC, OSD, HQDA													59.1	5.8	10%
Commander, USACC (Europe/Pacific)													60.8	5.8	10%

TABLE 17

Means, Standard Deviations, and Coefficients of Variation for Communications Electronics Engineering Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{X}$	sd	C
Air Defense Artillery	48.8	6.9	14%
Armor	45.8	4.7	10%
Atomic Energy	52.5	8.2	16%
Automatic Data Processing	70.1	6.8	10%
Aviation	46.1	4.9	11%
Aviation Materiel Management	45.4	5.3	12%
Chemical	43.2	3.2	7%
Club Management	42.1	4.4	10%
Combat Communications Electronics	71.6	5.4	8%
Communications Electronics Engineering			
Communications Electronics Materiel Management	63.4	7.3	11%
Comptroller	49.3	7.7	16%
Counterintelligence/Human Intelligence	47.2	5.8	12%
Electronic Warfare/Cryptology	61.6	5.7	9%
Engineer	50.9	8.7	17%
Field Artillery	48.6	6.0	12%
Finance	42.4	2.4	6%
Food Management	41.5	3.0	7%
Foreign Area Officer	46.5	5.8	13%
Highway & Rail Operations	42.6	2.9	7%
Infantry	44.4	4.4	10%
Instructional Technology & Management	51.1	7.4	14%
Law Enforcement	42.0	2.7	6%
Maintenance Management	51.7	7.1	14%

TABLE 17 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	42.2	2.9	7%
Materiel & Services Management	44.9	5.0	11%
Missile Materiel Management	44.6	4.4	10%
Munitions Materiel Management	42.6	2.0	5%
Operations & Force Development	52.2	6.9	13%
Operations Research and Systems Analysis	60.6	6.5	11%
Personnel Administration & Administrative Management	46.7	6.3	13%
Personnel Management	46.7	6.0	13%
Petroleum Management	41.7	2.9	7%
Procurement	55.9	8.5	15%
Public Affairs	43.1	3.6	8%
Research & Development	66.3	6.8	10%
Tactical/Strategic Intelligence	52.3	8.4	16%
Transportation Management	42.9	2.9	7%

TABLE 18

Means, Standard Deviations, and Coefficients of Variation
for Instructional Technology and Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Aide de Camp	49.6	14.0	28%	50.7	12.4	25%	47.6	11.0	23%	44.0	11.6	26%	42.7	12.3	29%
Recruiting	37.8	7.3	19%	43.2	8.2	19%	43.0	6.6	15%	41.2	7.0	17%	37.8	6.3	17%
Instructor, USMA	48.3	10.4	22%	58.8	7.0	12%	60.8	5.4	9%	55.9	8.0	14%	48.4	11.3	23%
Instructor, Other	47.0	9.7	21%	58.0	6.8	12%	58.7	7.2	12%	53.9	8.7	16%	48.4	11.1	23%
Troop Training Officer	57.1	9.8	17%												
Staff at Military Institution	49.2	8.7	18%												
Motion Picture TV Director/ Writer/Detachment, Company	48.5	8.7	18%												
Pictorial Unit Officer, Company	45.8	8.5	19%												
Pictorial Unit Commander, Detachment Commander	49.0	7.9	16%												
Advisor, Foreign Government				43.7	6.5	15%	49.1	7.5	15%	50.2	8.1	16%	48.0	9.2	19%
Advisor, Other				44.7	8.2	18%	47.0	7.5	16%	47.6	8.0	17%	46.4	8.5	18%
Station Commander Armed Forces Network				48.6	8.4	17%									

TABLE 13 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Assistant AVIT Officer, Branch School				49.4	8.2	17%									
Broadcast Officer Armed Forces Network				46.5	7.4	16%									
Pictorial Unit Commander, Company, Photography Detachment				48.5	7.9	16%									
Inspector General							50.0	9.9	20%	48.9	10.2	21%	46.1	9.5	21%
Staff/Faculty;Service School, USMA, ROTC							59.6	5.8	10%						
AVIT Officer; Service School, Training Center							53.8	6.2	12%						
Motion Picture TV Director/Writer							48.3	7.7	16%						
Pictorial Officer, Army							46.8	7.7	17%						
Staff/Faculty; Command and General Staff College, Armed Forces Staff College										60.5	6.8	11%			
Pictorial Unit Commander										51.5	7.8	15%	50.2	9.0	18%
Training Officer Service School										55.3	6.5	12%			

TABLE 18 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
AVIT Officer, Service School										51.8	7.6	15%			
Broadcast Officer										46.4	7.8	17%			
Writer, OSD, Service School										51.8	7.4	14%			
Motion Picture TV Director										48.9	8.0	16%			
Pictorial Officer, TRADOC										48.4	7.4	15%			
Commander, Student Battalion										50.7	10.9	22%			
Commander, Training Aids Management Agency													54.2	8.0	15%
AVIT Officer, HDQA													53.2	7.6	14%
Commander, Student Brigade													52.6	11.0	21%

TABLE 19

Means, Standard Deviations, and Coefficients of Variation for Instructional Technology and Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	53.8	9.9	18%
Armor	55.4	10.7	19%
Atomic Energy	45.3	9.3	21%
Automatic Data Processing	57.5	10.3	18%
Aviation	52.0	9.4	18%
Aviation Materiel Management	47.4	8.1	17%
Chemical	47.1	8.5	18%
Club Management	40.2	11.1	27%
Combat Communications Electronics	50.7	8.0	16%
Communications Electronics Engineering	52.8	8.7	16%
Communications Electronics Materiel Management	51.4	10.0	19%
Comptroller	49.4	9.1	18%
Counterintelligence/Human Intelligence	47.2	8.4	18%
Electronic Warfare/Cryptology	46.6	8.1	17%
Engineer	53.4	8.8	17%
Field Artillery	54.4	8.9	16%
Finance	46.6	8.5	18%
Food Management	40.9	7.6	18%
Foreign Area Officer	50.1	10.7	21%
Highway & Rail Operations	40.4	5.1	13%
Infantry	55.8	10.3	19%
Instructional Technology & Management			
Law Enforcement	48.3	9.2	19%
Maintenance Management	49.7	7.4	15%

TABLE 19 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	43.9	6.2	14%
Materiel & Services Management	46.1	7.0	15%
Missile Materiel Management	45.1	6.2	14%
Munitions Materiel Management	45.3	6.5	14%
Operations & Force Development	54.1	8.5	16%
Operations Research and Systems Analysis	58.5	8.3	14%
Personnel Administration & Administrative Management	55.8	8.9	16%
Personnel Management	55.3	9.2	17%
Petroleum Management	42.5	7.0	16%
Procurement	46.1	7.5	16%
Public Affairs	57.4	11.7	20%
Research & Development	52.3	9.1	17%
Tactical/Strategic Intelligence	47.2	7.9	17%
Transportation Management	45.5	6.1	13%

TABLE 20

Means, Standard Deviations, and Coefficients of Variation for Law Enforcement Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Provost Marshal	37.6	7.6	20%	47.3	7.5	16%	54.4	4.5	8%	59.2	3.0	5%			
Recruiting	33.4	4.8	14%	40.0	8.7	22%	40.1	7.0	18%	42.5	8.5	20%	41.2	8.8	21%
Instructor, USMA	35.1	6.1	18%	45.6	8.8	19%	50.7	7.2	14%	47.5	8.5	18%	43.5	9.3	21%
Instructor, Other	35.2	6.0	17%	48.9	6.0	12%	53.9	5.2	10%	48.6	8.0	16%	41.8	8.3	20%
Advisor, Foreign Government				40.5	4.8	12%	47.4	6.0	13%	52.1	6.0	11%	52.5	8.0	15%
Advisor, Other				39.8	4.8	12%	43.7	6.5	15%	47.3	8.4	18%	47.5	7.6	16%
Aide de Camp	49.2	8.7	18%	52.2	8.4	16%	47.0	9.5	20%	44.3	9.2	21%	41.1	9.6	23%
MP Investigations Officer	47.7	9.0	19%												
PLT LDR, MP Co	59.3	4.7	8%												
XO, MP Co	56.2	5.4	10%												
MP Operations Officer				56.1	5.0	9%	57.6	5.0	9%						
Assistant S-3, MP BN				56.5	5.5	10%									
Commander, MP Co				60.3	2.1	4%									
Assistant Correctional Officer							49.5	6.4	13%	46.3	8.3	18%			

TABLE 20 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Staff Officer, HQ, USACIDC							57.1	6.2	13%						
Staff Officer, HQ, DA							57.1	6.1	11%	57.1	5.7	10%			
Battalion Commander										60.2	2.6	4%			
Provost Marshal, Army													53.3	7.4	14%
Commander, USACIDC Region													56.9	5.0	9%
Chief Law Enforcement													57.6	5.0	9%
Commandant USDB													55.5	5.8	10%
Deputy Commandant USAMPS													55.9	5.5	10%
Commander, Bde/GP													60.0	2.6	4%
Provost Marshal, Div.										60.1	2.0	3%			
XO, MP Battalion							57.0	4.2	8%						

TABLE 21

Means, Standard Deviations, and Coefficients of Variation for Law Enforcement Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	45.6	9.0	20%
Armor	54.1	9.6	18%
Atomic Energy	44.6	10.4	23%
Automatic Data Processing	59.7	8.0	13%
Aviation	46.2	8.4	18%
Aviation Materiel Management	42.2	5.3	12%
Chemical	44.1	8.8	20%
Club Management	41.2	10.7	26%
Combat Communications Electronics	49.4	7.0	14%
Communications Electronics Engineering	44.7	6.6	15%
Communications Electronics Materiel Management	41.9	4.5	11%
Comptroller	58.2	8.6	15%
Counterintelligence/Human Intelligence	57.3	7.3	13%
Electronic Warfare/Cryptology	44.4	5.8	13%
Engineer	48.5	7.4	15%
Field Artillery	51.3	9.7	19%
Finance	46.0	6.9	15%
Food Management	38.6	6.2	16%
Foreign Area Officer	51.8	8.5	16%
Highway & Rail Operations	53.0	7.3	14%
Infantry	55.2	10.2	18%
Instructional Technology & Management	51.7	9.5	18%
Law Enforcement			
Maintenance Management	51.1	7.9	15%

TABLE 21 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	48.6	7.0	14%
Materiel & Services Management	45.6	6.4	14%
Missile Materiel Management	41.7	5.7	14%
Munitions Materiel Management	42.2	5.6	13%
Operations & Force Development	62.9	6.8	11%
Operations Research and Systems Analysis	59.4	7.2	12%
Personnel Administration & Administrative Management	55.1	9.7	18%
Personnel Management	54.2	10.1	19%
Petroleum Management	42.4	5.9	14%
Procurement	51.9	8.2	16%
Public Affairs	49.8	9.6	19%
Research & Development	54.2	8.7	16%
Tactical/Strategic Intelligence	52.0	8.2	16%
Transportation Management	51.4	7.6	15%

TABLE 22

Means, Standard Deviations, and Coefficients of Variation
for Tactical/Strategic Intelligence Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
XO, MI Company	57.2	5.6	10%												
MI Company, Tactical Intelligence Officer	56.6	6.2	11%												
Instructor, USMA	37.4	7.3	20%	44.4	7.5	17%	48.2	7.1	15%	44.3	7.0	16%	41.5	8.7	21%
Instructor, Other	36.2	5.4	15%	44.1	7.5	17%	46.0	6.1	13%	42.4	6.1	14%	38.4	5.8	15%
Recruiting	34.2	4.2	12%	38.9	5.7	15%	40.3	6.5	16%	38.4	4.1	11%	37.0	4.5	12%
Assistant Brigade S-2	54.2	7.2	13%												
Battalion S-2	54.6	6.7	12%	57.5	5.6	10%									
Division G2 Staff				56.8	5.0	9%									
Staff Intelligence Officer				53.5	5.0	9%									
Commander, MI Company				61.0	2.9	5%									
Advisor, Foreign Government				46.8	5.9	13%	50.9	5.9	12%	53.1	6.1	12%	53.0	8.3	16%
Advisor, Other				43.5	4.8	11%	45.9	4.7	10%	46.1	6.3	14%	46.3	8.0	17%
Aide de Camp	46.6	8.9	12%	48.4	7.8	16%	44.7	7.2	16%	41.8	8.8	21%	40.9	8.2	20%
XO, MI Battalion							57.1	4.9	9%						

TABLE 22 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Assistant, Division G2							58.4	4.5	8%						
Brigade S-2							58.2	5.7	10%						
DLA/DA Staff							57.9	5.0	9%	58.7	4.7	8%			
Commander MI Battalion										61.4	2.6	4%			
Division G2										61.8	2.0	3%			
Assistant Attache										52.4	6.3	12%			
Platoon Leader, MI Company	58.0	5.2	9%												
J2 or J2 Staff													55.6	6.2	11%
Commander, MI Group													60.6	3.9	6%
Division Chief, DLA													54.4	6.2	11%
DA Staff													55.7	6.8	12%
Attache													53.0	7.5	14%

TABLE 23

Means, Standard Deviations, and Coefficients of Variation for Tactical/Strategic Intelligence Officer Ratings of Additional Specialties

ADDITIONAL APECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	50.3	7.2	14%
Armor	57.0	7.6	13%
Atomic Energy	48.8	5.4	11%
Automatic Data Processing	58.3	6.5	11%
Aviation	51.3	7.7	15%
Aviation Materiel Management	43.3	5.5	13%
Chemical	49.0	6.4	13%
Club Management	38.3	4.4	12%
Combat Communications Electronics	58.4	6.3	11%
Communications Electronics Engineering	52.3	7.2	14%
Communications Electronics Materiel Management	48.1	6.6	14%
Comptroller	47.0	7.3	15%
Counterintelligence/Human Intelligence	62.9	8.2	13%
Electronic Warfare/Cryptology	65.6	6.3	10%
Engineer	50.6	6.1	12%
Field Artillery	54.4	6.5	12%
Finance	41.2	4.3	11%
Food Management	38.3	4.4	12%
Foreign Area Officer	68.8	8.3	12%
Highway & Rail Operations	42.2	4.2	10%
Infantry	58.5	7.2	12%
Instructional Techbology & Management	48.5	6.8	14%
Law Enforcement	46.7	6.6	14%
Maintenance Management	42.9	5.1	12%

TABLE 23 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	41.7	4.1	10%
Materiel & Services Management	42.5	4.3	10%
Missile Materiel Management	43.2	5.2	12%
Munitions Materiel Management	42.8	4.6	11%
Operations & Force Development	58.5	5.9	10%
Operations Research and Systems Analysis	58.9	6.1	10%
Personnel Administration & Administrative Management	48.3	7.6	16%
Personnel Management	49.5	7.9	16%
Petroleum Management	41.0	3.9	10%
Procurement	43.0	5.1	12%
Public Affairs	44.1	7.2	16%
Research & Development	53.9	7.5	14%
Tactical/Strategic Intelligence			
Transportation Management	42.2	3.9	9%

TABLE 24

Means, Standard Deviations, and Coefficients of Variation
for Counterintelligence/Human Intelligence Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT			CPT			MAJ			LTC			COL		
	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C
CI Officer	57.6	6.7	12%												
Security Officer	49.4	9.4	19%												
CI Officer, MI Company	57.0	6.5	11%												
Instructor, USMA	37.8	7.3	19%	45.0	8.1	18%	49.3	8.0	16%	46.6	8.1	17%	41.2	7.0	17%
Instructor, Other	40.5	7.6	19%	49.5	6.6	13%	50.7	5.7	11%	45.1	7.2	16%	40.3	7.4	18%
Recruiting	36.1	5.9	16%	40.5	7.6	19%	40.1	6.6	16%	38.8	6.3	16%	36.1	6.7	19%
CI Staff Officer				54.2	6.7	12%	55.2	7.3	13%						
Area Intelligence Officer				54.7	7.0	13%									
Advisor, Foreign Government				48.5	7.0	14%	53.0	6.1	11%	53.0	5.7	11%	50.6	8.2	16%
Advisor, Other				44.9	6.6	15%	47.4	5.4	11%	47.1	7.2	15%	45.8	8.4	18%
Commander, Field Office				59.8	5.0	8%									
Aide de Camp	47.2	10.3	22%	50.0	9.4	19%	49.0	8.2	17%	46.0	8.6	19%	43.0	9.6	22%
Staff Officer, MI Battalion/Group							56.2	5.9	11%						
Commander, MI Company							60.0	4.8	8%						
Assistant Attache							54.7	5.2	9%	54.2	5.9	11%			

TABLE 24 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Commander, MI Group													62.0	3.3	5%
CI Staff Officer, DA Staff										58.3	5.6	10%			
Commander, MI Battalion										61.8	3.4	6%			
J2 or J2 Staff													56.8	5.7	10%
Department Director, Shape													54.6	6.2	11%
Commander, DIS District													48.7	9.8	20%
Defense or Army Attache													57.3	5.4	9%

TABLE 25

Means, Standard Deviations, and Coefficients of Variation for Counterintelligence/Human Intelligence Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	48.0	7.2	15%
Armor	51.5	8.2	16%
Atomic Energy	51.2	7.3	14%
Automatic Data Processing	60.1	7.2	12%
Aviation	48.2	7.6	16%
Aviation Materiel Management	42.8	4.3	10%
Chemical	46.6	6.4	14%
Club Management	39.3	4.7	12%
Combat Communications Electronics	54.5	7.1	13%
Communications Electronics Engineering	52.8	8.4	16%
Communications Electronics Materiel Management	47.4	6.4	13%
Comptroller	49.9	8.2	16%
Counterintelligence/Human Intelligence			
Electroric Warfare/Cryptology	66.9	7.0	10%
Engineer	49.6	6.3	13%
Field Artillery	50.9	7.6	15%
Finance	45.1	6.6	15%
Food Management	39.0	4.6	12%
Foreign Area Officer	68.3	5.8	8%
Highway & Rail Operations	42.5	5.2	12%
Infantry	51.8	8.7	17%
Instructional Technology & Management	47.3	6.1	13%
Law Enforcement	57.8	8.3	14%
Maintenance Management	43.7	4.3	10%

TABLE 25 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	42.0	4.0	10%
Materiel & Services Management	42.4	3.3	8%
Missile Materiel Management	42.8	3.1	7%
Munitions Materiel Management	42.4	3.2	7%
Operations & Force Development	55.2	6.1	11%
Operations Research and Systems Analysis	56.4	5.8	10%
Personnel Administration & Administrative Management	50.0	7.1	14%
Personnel Management	49.9	6.2	12%
Petroleum Management	40.8	4.1	10%
Procurement	44.9	5.5	12%
Public Affairs	46.5	7.4	16%
Research & Development	52.6	7.3	14%
Tactical/Strategic Intelligence	69.1	7.5	11%
Transportation Management	41.9	3.4	8%

TABLE 26

Means, Standard Deviations, and Coefficients of Variation
for Personnel Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Battalion S-1	53.6	8.6	16%												
Personnel Management Officer, Installation or Division	45.2	10.6	24%	53.9	7.0	13%	56.6	6.0	11%	50.3	10.5	21%	40.2	10.6	26%
Race Relations, Equal Opportunity Officer	36.7	8.1	22%												
S-1				56.5	6.2	11%									
Advisor, Reserve Component				42.1	6.3	15%									
Recruiting/Induction Officer				43.2	5.9	14%									
Reenlistment Officer				43.0	5.8	13%									
Personnel Officer				55.5	6.0	11%									
Commander, Personnel Services Company				55.0	7.1	13%	53.7	7.0	13%						
Instructor, Service School				47.2	7.3	16%	48.1	8.0	17%						
Aide de Camp	44.7	11.9	26%	46.5	9.5	21%	42.2	8.5	20%	39.7	7.9	20%	37.7	8.3	22%
Manpower Analyst							47.8	7.0	15%						

TABLE 26 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Chief, Administration Team, Readiness Group							45.0	6.9	15%						
Chief, Personnel Services Division							56.8	5.9	10%						
Recruiting District Commander										49.4	8.4	17%			
AC of S, G-1/ ACSPER										60.4	3.0	5%			
Adjutant General										60.0	4.2	7%			
Personnel Staff Officer										55.3	5.0	9%			
Labor Relations, Management Officer										43.2	6.2	14%			
Organizational Effectiveness Staff Officer										42.7	7.2	17%			
HQDA Division Chief													57.7	6.0	10%
Department Director, Service School													49.1	6.7	14%
Inspector General, Major Command													48.8	7.6	16%
Director, Personnel and Administration													57.4	5.7	10%

TABLE 26 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
AG Readiness Coordinator													46.0	6.2	14%
Adjutant General, Major Command													58.6	5.0	8%
J-1 DCSPER, Director Personnel													57.4	6.0	10%

TABLE 27

Means, Standard Deviations, and Coefficients of Variation for Personnel Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	55.6	8.5	15%
Armor	57.6	8.7	15%
Atomic Energy	41.5	5.3	13%
Automatic Data Processing	62.9	11.0	18%
Aviation	47.8	7.0	15%
Aviation Materiel Management	42.9	4.7	11%
Chemical	43.8	5.0	12%
Club Management	55.6	9.1	16%
Combat Communications Electronics	46.0	5.8	13%
Communications Electronics Engineering	44.3	5.0	11%
Communications Electronics Materiel Management	44.7	5.3	12%
Comptroller	57.7	8.5	15%
Counterintelligence/Human Intelligence	44.1	4.5	10%
Electronic Warfare/Cryptology	42.5	4.1	10%
Engineer	53.5	9.1	17%
Field Artillery	57.7	9.3	16%
Finance	55.1	8.3	15%
Food Management	45.9	6.0	13%
Foreign Area Officer	46.8	8.2	18%
Highway & Rail Operations	42.5	4.6	11%
Infantry	59.0	9.3	16%
Instructional Technology & Management	52.3	8.8	17%
Law Enforcement	53.1	7.3	14%
Maintenance Management	45.8	5.6	12%

TABLE 27 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	43.4	5.1	12%
Materiel & Services Management	46.0	5.8	13%
Missile Materiel Management	43.4	4.5	10%
Munitions Materiel Management	43.4	4.5	10%
Operations & Force Development	54.4	8.3	15%
Operations Research and Systems Analysis	57.2	10.0	18%
Personnel Administration & Administrative Management	69.8	8.6	12%
Personnel Management			
Petroleum Management	42.0	4.0	10%
Procurement	46.0	6.6	14%
Public Affairs	55.1	7.7	14%
Research & Development	45.9	7.0	15%
Tactical/Strategic Intelligence	42.2	4.6	11%
Transportation Management	45.3	6.4	14%

TABLE 28

Means, Standard Deviations, and Coefficients of Variation
for Personnel Administration and Administrative Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Installation Adjutant	54.5	8.5	16%												
Classified Documents Control Officer	41.9	10.5	25%												
Administrative Staff Officer	51.3	7.6	15%												
Processing Officer, Armed Forces Examining and Entrance Station	39.2	6.5	17%												
Recreation Services Officer	37.7	7.1	19%	39.8	7.9	20%									
Postal Officer	41.7	8.2	20%	39.9	6.7	17%									
Personnel Actions Officer	55.7	7.8	14%												
Aide de Camp	45.4	10.3	23%	48.3	8.7	18%	46.7	10.4	22%	44.9	11.4	25%	42.7	13.1	31%
Instructor USMA				47.7	9.5	20%	48.8	8.2	17%						
Instructor, Other				45.8	6.5	14%	46.3	6.5	14%						
Chief, Administrative Services Branch, Division or Installation				55.1	6.8	12%									

TABLE 28 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Reserve Component Advisor				40.9	6.3	15%	43.8	6.2	14%	44.5	7.8	17%	43.7	8.7	20%
Commander, Army Courier Station				43.7	8.7	20%	43.4	7.2	17%						
Commander, Adjutant General Company				57.3	6.8	12%									
Commander, Replacement Detachment				54.4	7.1	13%									
Personnel Staff Officer				55.7	5.3	9%									
Personnel Services Officer				53.4	7.0	13%									
Secretary General Staff							57.1	5.4	10%						
Deputy Inspector General							48.0	6.8	14%						
Postal Staff Officer, Major Command, Division or Installation							43.7	7.1	16%						
Recreation Services Officer, Major Command, Division or Installation							43.3	7.3	17%	41.1	7.7	19%			

TABLE 28 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Administrative Staff Officer, Major Command, Division or Installation							53.4	6.3	12%						
Personnel Staff Officer, Major Command, HQDA, JCS							57.2	5.3	9%	58.5	5.8	10%			
Inspector General										49.6	7.8	16%	48.2	8.1	17%
Administrative Staff Officer, Major Command, HQDA, JCS										56.2	5.1	9%	56.0	7.5	13%
Personnel/Administration Combat Development Staff Officer										52.3	5.8	11%			
Commander, Army Courier Service										47.3	8.6	18%			
Service School Dept. Director										51.8	5.2	10%	52.4	6.0	11%
Commander, P & A Battalion										61.3	4.7	8%			
Director, Personnel and Community Affairs/Activities										56.0	7.8	14%	55.4	8.5	15%
HQDA Division Chief													60.5	4.2	7%

TABLE 28 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
TAGCEN Director													39.7	4.0	7%
Corps MACOM Adjutant General													61.1	4.1	7%

TABLE 29

Means, Standard Deviations, and Coefficients of Variation for Personnel Administration & Administrative Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	46.8	6.7	14%
Armor	47.9	7.7	16%
Atomic Energy	42.9	5.3	12%
Automatic Data Processing	68.7	7.7	11%
Aviation	43.5	6.2	14%
Aviation Materiel Management	43.5	5.7	13%
Chemical	41.9	4.2	10%
Club Management	58.0	10.2	18%
Combat Communications Electronics	46.5	5.6	12%
Communications Electronics Engineering	45.7	5.4	12%
Communications Electronics Materiel Management	46.3	5.3	11%
Comptroller	62.2	6.5	10%
Counterintelligence/Human Intelligence	47.0	5.3	11%
Electronic Warfare/Cryptology	44.0	5.4	12%
Engineer	47.2	6.5	14%
Field Artillery	48.3	7.4	15%
Finance	58.1	7.3	13%
Food Management	47.9	8.0	17%
Foreign Area Officer	49.5	8.7	18%
Highway & Rail Operations	41.9	3.9	9%
Infantry	49.2	7.9	16%
Instructional Technology & Management	53.5	8.7	16%
Law Enforcement	48.3	6.4	13%
Maintenance Management	45.5	3.2	7%

TABLE 29 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	42.9	3.8	9%
Materiel & Services Management	45.6	5.1	11%
Missile Materiel Management	43.4	3.7	9%
Munitions Materiel Management	44.5	6.4	14%
Operations & Force Development	57.1	8.3	15%
Operations Research and Systems Analysis	59.3	10.3	17%
Personnel Administration & Administrative Management			
Personnel Management	72.0	9.9	14%
Petroleum Management	44.3	5.7	13%
Procurement	51.8	8.0	15%
Public Affairs	58.0	6.8	12%
Research & Development	50.1	6.2	12%
Tactical/Strategic Intelligence	44.7	5.0	11%
Transportation Management	45.6	4.3	9%

TABLE 30

Means, Standard Deviations, and Coefficients of Variation for Finance Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Finance & Accounting Officer	48.6	12.8	26%												
Staff Officer	41.1	9.1	22%												
Fund Custodian	42.3	8.5	20%												
Cdr/Supervisor Finance & Accounting Activity	51.4	10.8	21%												
Auditing/Accounting Officer	52.1	7.2	14%												
Central Accounting Officer NAF	49.3	7.8	16%												
Disbursing Officer	58.7	5.3	9%												
PLT Leader	49.7	11.0	22%												
CH, Pay/Exam Division	57.9	6.5	11%												
Instructor (USMA)				42.9	8.0	19%	48.4	8.6	18%	46.2	9.2	20%			
Instructor Other				48.1	8.1	17%	52.6	7.8	15%	46.5	8.1	18%			
Advisor (Foreign Government)				38.4	6.2	16%	43.7	8.3	19%	46.8	7.3	16%	47.6	9.7	20%
Advisor (Other)				47.6	9.7	20%	39.4	5.3	13%	43.8	7.2	16%	44.8	10.6	24%
Disbursing Officer				55.7	6.0	11%	47.9	8.3	17%	42.0	9.6	23%			

TABLE 30 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	STC $\bar{x}$	STC sd	STC C	COL $\bar{x}$	COL sd	COL C
Ch Pay/Exam Division				58.1	6.7	12%									
Supervisor Public Finance Team				46.2	7.6	16%	49.4	8.4	17%						
Auditing/Accounting Officer Central				52.1	7.6	15%									
NAF				52.1	7.6	15%									
Auditing/Accounting Officer				53.3	6.5	12%	52.1	7.6	15%						
Fund Custodian				41.0	7.4	18%									
Cdr/Supervisor, Finance and Accounting Activity				56.0	6.0	11%	59.4	5.3	9%						
Assistant Finance and Accounting Officer				58.1	5.3	9%									
Finance and Accounting Officer				54.2	7.7	14%	60.1	4.9	8%	61.0	3.9	6%	50.2	9.7	19%
Staff Officer				47.6	6.7	14%	57.2	5.5	10%	58.7	4.1	7%	58.3	7.1	12%
Inspector General							46.2	8.3	18%	45.8	8.9	19%	43.0	9.4	22%
School Department Chairman										55.9	7.0	13%			
Chairman, Auditing Division										53.0	5.6	11%			

TABLE 30 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	$\bar{x}$	sd	C
Military Assistant										49.5	8.1	16%	49.0	8.6	18%
School Department Director													59.1	5.2	9%
Aide de Camp	48.5	9.2	19%	48.6	10.0	21%	43.5	10.0	23%	39.1	7.9	20%	36.9	8.6	23%

TABLE 31

Means, Standard Deviations, and Coefficients of Variation for Finance Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	46.3	6.4	14%
Armor	46.5	6.6	14%
Atomic Energy	43.3	4.8	11%
Automatic Data Processing	70.9	5.4	8%
Aviation	42.1	3.4	8%
Aviation Materiel Management	47.4	5.2	11%
Chemical	41.3	3.8	7%
Club Management	51.8	8.5	16%
Combat Communications Electronics	44.3	3.2	7%
Communications Electronics Engineering	45.0	4.0	9%
Communications Electronics Materiel Management	48.0	7.4	15%
Comptroller	74.4	5.8	8%
Counterintelligence/Human Intelligence	42.4	4.4	10%
Electronic Warfare/Cryptology	41.4	3.7	9%
Engineer	48.3	6.8	14%
Field Artillery	47.0	6.9	15%
Finance			
Food Management	44.8	4.9	11%
Foreign Area Officer	49.2	6.3	13%
Highway & Rail Operations	43.6	3.7	8%
Infantry	46.7	6.1	13%
Instructional Technology & Management	53.8	8.0	15%
Law Enforcement	45.2	4.5	10%
Maintenance Management	47.0	5.7	12%

TABLE 31 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	43.0	3.3	8%
Materiel & Services Management	49.7	7.5	15%
Missile Materiel Management	46.8	4.8	10%
Munitions Materiel Management	47.1	5.4	11%
Operations & Force Development	55.0	9.4	17%
Operations Research and Systems Analysis	64.9	7.1	11%
Personnel Administration & Administrative Management	59.2	6.2	11%
Personnel Management	59.7	6.0	10%
Petroleum Management	47.4	6.5	14%
Procurement	62.7	7.7	12%
Public Affairs	45.8	5.6	12%
Research & Development	50.1	8.0	16%
Tactical/Strategic Intelligence	41.7	2.9	7%
Transportation Management	46.8	5.6	12%

TABLE 32

Means, Standard Deviations, and Coefficients of Variation
for Comptroller Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Installation/Depot/ Activity/Unit															
Cost Analyst	47.0	9.8	21%												
Management Officer	47.0	9.1	19%												
Budget Officer	55.1	10.3	19%												
MACOM/Installation/ Depot/Activity/Unit															
Instructor, USMA				41.0	7.0	17%									
Instructor, Other				41.3	5.7	14%									
Cost Analyst				48.9	6.6	14%									
Budget Analyst				57.9	5.0	9%									
Management Officer				52.0	7.2	14%									
Deputy Comptroller				52.5	10.8	20%									
DOD/Defense Agency/ HQDA/MACOM/Install-ation/Activity															
Inspector General							46.6	9.1	19%	47.4	9.8	21%	44.1	9.6	22%
Division/Branch Chief							53.9	6.4	12%	56.9	5.5	10%	53.2	9.5	18%

TABLE 32 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Chief, Internal Review							50.1	7.3	15%						
Advisor, Foreign Government							38.9	6.3	16%	40.0	6.4	16%	40.0	6.9	17%
Advisor, Other							38.8	5.9	15%	39.5	5.4	14%	39.3	6.2	16%
Financial Management Officer							57.2	5.9	10%						
Instructor, USMA							42.2	6.6	16%	41.0	5.3	13%			
Instructor, Other							42.2	6.1	14%	41.8	5.8	14%			
Management Officer							51.5	6.7	13%	50.6	7.0	14%			
Cost Analyst							50.3	7.0	14%	47.5	7.3	15%			
Program Analyst							55.9	5.5	10%	55.5	6.3	11%			
Budget Officer							59.9	4.2	7%	58.5	4.8	8%			
Deputy Comptroller							58.3	6.3	11%	61.3	4.6	7%	56.6	7.3	13%
Comptroller							59.0	7.1	12%						
Comptroller LNO										51.3	8.1	16%			
Military Assistant										49.0	7.9	16%	50.1	8.7	17%
School Branch Chief										46.5	7.3	16%			
Executive Officer										50.9	8.0	16%	50.3	8.4	17%
Staff Assistant										47.4	6.6	14%			
Plans/Programs Officer										54.3	6.2	12%			

TABLE 32 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Comptroller/DCSRM										61.7	4.1	7%	62.5	4.1	7%
School Department Director													50.8	7.1	14%
Director													55.6	7.1	13%
Aide de Camp	45.7	10.9	24%	47.4	10.7	22%	44.4	8.8	20%	42.0	8.5	20%	40.9	9.4	23%

TABLE 33

Means, Standard Deviations, and Coefficients of Variation for Comptroller Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	54.6	8.8	16%
Armor	55.5	9.2	17%
Atomic Energy	42.1	5.9	14%
Automatic Data Processing	63.0	9.8	15%
Aviation	45.6	7.8	17%
Aviation Materiel Management	50.2	7.1	14%
Chemical	43.8	5.6	13%
Club Management	50.0	10.3	21%
Combat Communications Electronics	47.0	7.0	15%
Communications Electronics Engineering	45.7	5.3	12%
Communications Electronics Materiel Management	50.5	7.2	14%
Comptroller			
Counterintelligence/Human Intelligence	41.3	4.7	11%
Electronic Warfare/Cryptology	39.6	7.4	19%
Engineer	56.3	8.4	15%
Field Artillery	56.2	9.7	17%
Finance	61.9	9.1	15%
Food Management	44.4	6.1	14%
Foreign Area Officer	40.0	5.0	13%
Highway & Rail Operations	42.4	4.8	11%
Infantry	55.3	10.2	18%
Instructional Technology & Management	48.9	9.4	19%
Law Enforcement	43.1	5.3	12%
Maintenance Management	52.3	6.4	12%

TABLE 33 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	45.3	5.9	13%
Materiel & Services Management	52.8	7.6	14%
Missile Materiel Management	47.8	5.8	12%
Munitions Materiel Management	47.6	5.7	12%
Operations & Force Development	58.1	9.3	16%
Operations Research and Systems Analysis	62.3	8.3	13%
Personnel Administration & Administrative Management	51.3	7.5	15%
Personnel Management	51.4	10.0	19%
Petroleum Management	46.2	6.2	13%
Procurement	59.6	7.8	13%
Public Affairs	40.5	5.6	14%
Research & Development	50.5	7.2	14%
Tactical/Strategic Intelligence	41.7	5.4	13%
Transportation Management	47.9	6.5	14%

TABLE 34

Means, Standard Deviations, and Coefficients of Variation
for Public Affairs Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT			CPT			MAJ			LTC			COL		
	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C
Public Affairs Officer, Brigade or Sub-installation	47.9	8.5	18%	53.6	8.2	15%									
Deputy Public Affairs Officer	44.4	8.4	19%	49.8	7.9	16%	55.0	6.6	12%	54.5	8.2	15%			
Staff Officer	43.1	9.6	22%	49.9	7.9	16%	54.0	8.4	16%	52.2	8.9	17%			
Commander	52.7	10.3	19%	58.3	6.3	11%									
Editor	46.7	10.0	21%	50.2	7.6	15%	49.6	7.5	15%	45.8	9.3	20%			
Instructor, ROTC, Service School	37.9	7.1	19%	47.5	7.4	16%	49.5	9.1	18%	45.6	9.1	20%			
Writer	50.3	8.7	17%	51.4	6.0	12%	49.0	8.3	17%	44.4	9.9	22%			
Advisor, Foreign Government	36.3	5.8	16%	41.3	6.5	16%	46.5	6.3	13%	48.6	8.5	17%			
Advisor, Other	35.9	5.8	16%	40.3	6.0	15%	44.7	7.6	17%	45.6	9.3	20%			
Aide de Camp	49.9	10.2	20%	50.1	10.0	20%	47.0	9.4	20%	45.6	10.5	23%	42.9	11.0	26%
Public Affairs Officer, Division or Installation							59.4	5.5	9%						
Branch Chief							56.0	5.1	9%	57.8	5.2	9%			

TABLE 34 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Public Affairs Officer: Corps, Installation, Joint Command										61.0	2.9	5%			
Chief, Public Affairs Office, MACOM, Field Army, Combined or Joint Command													60.4	4.1	7%
Director, Office of Assistant Secretary of Defense													56.0	7.5	13%
Division Chief, Office of Chief of Public Affairs, HQDA													57.9	5.9	10%
Editor, Stars and Stripes													54.8	6.3	11%
Commander, American Forces Radio and TV Service													54.4	7.0	13%

TABLE 35

Mean, Standard Deviations, and Coefficients of Variation for Public Affairs Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	55.0	10.4	19%
Armor	60.0	9.5	16%
Atomic Energy	43.2	7.0	16%
Automatic Data Processing	53.3	11.8	22%
Aviation	53.4	11.0	21%
Aviation Materiel Management	44.3	4.1	9%
Chemical	45.4	5.7	13%
Club Management	43.6	8.6	20%
Combat Communications Electronics	49.3	7.1	15%
Communications Electronics Engineering	47.0	6.3	14%
Communications Electronics Materiel Management	46.2	5.7	12%
Comptroller	51.0	10.4	20%
Counterintelligence/Human Intelligence	47.7	9.1	19%
Electronic Warfare/Cryptology	42.4	4.8	11%
Engineer	55.2	8.9	16%
Field Artillery	59.1	10.0	17%
Finance	48.0	7.6	16%
Food Management	41.6	7.5	18%
Foreign Area Officer	56.9	10.4	18%
Highway & Rail Operations	41.9	4.4	11%
Infantry	60.4	9.4	16%
Instructional Technology & Management	55.2	10.1	18%
Law Enforcement	53.1	8.3	16%
Maintenance Management	44.7	5.5	12%

TABLE 35 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	42.3	5.0	12%
Materiel & Services Management	44.3	5.5	12%
Missile Materiel Management	42.8	5.1	12%
Munitions Materiel Management	42.3	5.2	12%
Operations & Force Development	57.9	9.0	16%
Operations Research and Systems Analysis	51.9	7.5	15%
Personnel Administration & Administrative Management	57.8	7.9	14%
Personnel Management	56.9	9.1	16%
Petroleum Management	43.1	4.4	10%
Procurement	48.5	7.0	14%
Public Affairs			
Research & Development	52.5	8.3	16%
Tactical/Strategic Intelligence	47.9	7.0	15%
Transportation Management	45.4	4.6	10%

TABLE 36

Means, Standard Deviations, and Coefficients of Variation
for Foreign Area Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Plans-Operation/ Intelligence FAO Staff Assignments				50.4	10.1	20%									
Instructor, USMA				42.4	10.7	25%	47.3	9.7	20%	43.1	9.7	22%			
Instructor, Other				43.3	8.4	20%	45.7	7.6	17%	43.2	8.1	19%			
Civil Military Operations Staff Officer (G-5/S-5)				46.0	8.7	19%	50.9	7.0	14%	49.9	7.4	15%			
MAAG/Mission Staff Officer or Advisor				53.5	7.0	13%	56.7	5.7	10%						
Intelligence Staff Officer							50.2	6.7	13%	49.0	6.6	13%			
Analyst, OACSI, DIA, Joint, Unified, Combined or Major Army Command										53.6	7.6	14%			
Command a Civil Affairs, PSYOP or Special Forces Unit				52.6	10.1	19%									
US-Foreign Military Exchange Officer							55.0	6.6	12%						
National Guard or Reserve Advisor							32.7	7.7	23%						
Plans and Operations Staff Officer							45.8	10.0	22%	46.7	9.2	20%			

TABLE 36 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Assistant Army Attache or Member US Military Liason Mission							57.3	5.8	10%	56.6	6.4	11%			
Command Special Forces Company Civil Affairs Company PSYOP Unit, Mobile Training Team							53.4	8.4	16%						
Member/Observer Peace Keeping Forces										52.7	5.6	13%	52.3	8.0	15%
Logistics Staff Officer at HQDA or MAAG										46.8	7.0	15%			
MAAG/MISSION Duty										55.0	7.2	13%			
Battalion Commander in Primary Specialty or FAO Command										57.8	5.7	10%			
Department Chairman/ Instructor													47.9	8.5	18%
Army Representative Defense Exchange Program													55.4	5.9	11%
Army Member, Joint Commissions, Committees or Councils													50.0	8.3	17%
Senior Logistics Staff Officer, Foreign Military Sales													50.8	7.1	14%

TABLE 36 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Senior Plans and Operations Officer													54.2	6.1	11%
Senior Intelligence Officer													53.9	6.8	13%
Director, Unconventional Warfare Directorate													51.5	6.9	13%
Attache or Chief Military Liason Mission													58.5	5.7	10%
Commander, Civil Affairs Group/ Brigade													56.6	7.5	13%
Aide de Camp				41.2	11.7	29%	39.4	7.9	20%	38.1	7.7	20%	36.4	7.3	20%

TABLE 37

Means, Standard Deviations, and Coefficients of Variation for Foreign Area Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{X}$	sd	C
Air Defense Artillery	52.8	9.7	18%
Armor	57.3	9.5	16%
Atomic Energy	42.9	9.1	21%
Automatic Data Processing	46.9	9.5	20%
Aviation	51.2	7.3	14%
Aviation Materiel Management	47.8	7.8	16%
Chemical	45.4	7.3	16%
Club Management	36.1	5.4	15%
Combat Communications Electronics	50.0	7.0	14%
Communications Electronics Engineering	46.8	7.1	15%
Communications Electronics Materiel Management	46.7	6.9	15%
Comptroller	47.7	6.3	13%
Counterintelligence/Human Intelligence	62.1	10.2	16%
Electronic Warfare/Cryptology	51.4	9.9	19%
Engineer	56.8	8.5	15%
Field Artillery	57.7	9.0	16%
Finance	43.4	6.7	15%
Food Management	38.6	6.2	16%
Foreign Area Officer			
Highway & Rail Operations	45.4	8.4	19%
Infantry	59.9	9.4	16%
Instructional Technology & Management	49.1	8.3	17%
Law Enforcement	48.5	7.3	15%
Maintenance Management	48.8	8.2	17%

TABLE 37 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	44.2	6.2	14%
Materiel & Services Management	48.5	8.1	17%
Missile Materiel Management	43.8	5.3	12%
Munitions Materiel Management	45.3	6.2	14%
Operations & Force Development	58.5	8.4	14%
Operations Research and Systems Analysis	52.1	6.9	13%
Personnel Administration & Administrative Management	49.9	7.4	15%
Personnel Management	49.3	6.3	13%
Petroleum Management	43.4	5.6	13%
Procurement	48.1	7.5	16%
Public Affairs	53.0	9.7	18%
Research & Development	50.5	7.7	15%
Tactical/Strategic Intelligence	65.9	8.9	14%
Transportation Management	46.6	6.5	14%

TABLE 38

Means, Standard Deviations, and Coefficients of Variation for
Operations Research & Systems Analysis Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
ORSA Staff Officer with TRADOC				50.8	7.6	15%	54.4	6.0	11%	51.3	10.0	19%			
Assistant Research Ananlyst with OTEA,CAA				50.9	8.7	17%									
ORSA Officer with Porject Manager's Office				51.6	8.2	16%									
Service School Instructor				45.5	6.8	15%	44.8	6.8	15%	39.7	8.4	21%			
ORSA Staff Officer with DA Staffs or Agencies							56.6	5.6	10%						
ORSA Analyst with OTEA, CAA							53.3	8.3	16%						
ORSA Staff Officer with HQDA, JCS, or DOD Staffs										57.7	6.6	12%			
Chief, Analysis Agencies TRADOC													57.2	5.4	10%
Service School Department Head													49.1	6.4	13%
Chief, Analysis Division of HQDA, JCS OSD Staff or Agencies													58.3	5.7	10%
Aide de Camp				43.9	9.9	22%	42.4	8.1	19%	41.6	8.8	21%	40.7	9.5	23%

TABLE 39

Means, Standard Deviations, and Coefficients of Variation for Operations Research & Systems Analysis Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	52.4	9.3	18%
Armor	50.1	10.4	21%
Atomic Energy	56.3	9.2	16%
Automatic Data Processing	66.8	8.9	13%
Aviation	45.9	7.0	15%
Aviation Materiel Management	51.0	6.8	13%
Chemical	46.0	7.9	17%
Club Management	35.5	6.8	19%
Combat Communications Electronics	49.0	7.0	14%
Communications Electronics Engineering	54.4	8.4	16%
Communications Electronics Materiel Management	53.0	5.3	10%
Comptroller	57.8	8.3	14%
Counterintelligence/Human Intelligence	46.2	7.9	17%
Electronic Warfare/Cryptology	50.7	9.0	18%
Engineer	57.5	8.3	15%
Field Artillery	52.4	9.3	18%
Finance	49.2	8.7	18%
Food Management	37.7	5.8	15%
Foreign Area Officer	38.6	6.0	15%
Highway & Rail Operations	46.0	7.2	16%
Infantry	47.4	9.7	20%
Instructional Technology & Management	48.9	6.7	14%
Law Enforcement	41.9	6.7	14%
Maintenance Management	50.8	6.6	13%

TABLE 39 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	47.1	6.9	15%
Materiel & Services Management	49.9	6.2	12%
Missile Materiel Management	51.6	6.3	12%
Munitions Materiel Management	50.2	5.8	12%
Operations & Force Development	52.8	8.7	17%
Operations Research and Systems Analysis			
Personnel Administration & Administrative Management	46.9	7.9	17%
Personnel Management	48.0	7.6	16%
Petroleum Management	47.1	5.9	13%
Procurement	52.6	8.4	16%
Public Affairs	37.3	6.4	17%
Research & Development	63.2	7.9	13%
Tactical/Strategic Intelligence	48.7	7.6	16%
Transportation Management	50.7	7.0	14%

TABLE 40

Means, Standard Deviations, and Coefficients of Variation
for Research and Development Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Instructor, USMA				45.4	11.5	25%	48.1	11.1	23%	42.9	9.6	22%	38.2	11.0	29%
Instructor, Other				40.3	9.2	23%	40.6	9.0	22%	38.1	8.3	22%	35.2	7.4	21%
Aide de Camp				43.6	12.7	29%	41.1	11.0	27%	37.5	9.7	26%	35.4	10.5	30%
MACOM, Commodity Command, Laboratory Agency															
R & D Coordinator				51.9	9.4	18%	57.6	6.5	11%	57.8	7.4	13%			
Engineer				53.2	7.7	14%	52.6	5.8	11%	49.9	7.8	16%			
Scientist				51.4	8.7	17%	50.3	8.3	17%	49.1	9.7	20%			
Staff Officer				48.3	7.9	16%	51.9	6.9	13%	51.8	8.7	17%			
Research Associate				51.1	8.2	16%	51.7	6.3	12%	49.3	9.5	19%			
Service Test/ Evaluation Officer				51.4	9.4	18%	52.8	8.1	15%	50.5	8.8	17%			
Test Pilot				52.4	7.3	14%	51.1	7.5	15%	44.8	8.0	18%			
Project Analyst				50.7	6.7	13%	52.6	6.2	12%	49.0	8.2	17%			
Data Collection Officer				47.1	8.8	19%	43.5	7.8	18%						
Project Officer				53.6	7.9	15%	56.7	5.0	9%	56.9	7.2	13%			
Plans/Program Officer				48.8	5.8	12%	52.0	6.7	13%	50.9	8.7	17%			

TABLE 40 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Combat Developments Staff Officer				50.8	8.0	16%	56.0	6.5	12%	55.1	8.7	16%			
Guided Missile Systems Officer				50.6	7.2	14%	51.2	7.2	14%	48.3	7.3	15%			
Division Chief				48.2	8.7	18%				57.3	6.4	11%			
Materiel Requirements Officer				49.7	5.8	12%	52.4	6.1	12%	50.5	8.4	17%			
Liaison Officer				41.6	6.7	16%	44.0	7.4	17%	42.5	8.0	19%			
Test Project Officer				51.1	8.5	17%	53.2	5.8	11%	51.9	7.9	15%			
Product Manager										61.5	5.3	9%			
MAAG/Mission				37.4	6.4	17%	40.3	7.7	19%	41.0	8.4	21%	40.1	9.0	22%
Technical Intelligence Officer										46.0	7.3	16%			
R&D Program Manager							57.1	8.0	14%	61.4	5.6	9%	62.3	4.9	8%
Chief Liaison Officer													45.9	6.4	14%
President, Test Board													58.2	6.8	12%
CDR, Laboratory													61.1	6.2	10%

TABLE 40 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Joint Activities, Defense Agencies, HQDA															
Staff Officer							52.5	9.6	18%	54.1	8.7	16%	52.5	8.7	17%
Scientist							49.6	7.9	16%	49.6	7.6	15%			
Engineer							50.4	6.7	13%	50.5	7.0	14%			
Test Project Officer							52.7	5.6	11%	54.3	6.2	11%			
Assistant to Chief Scientist/ Chief Engineer										54.1	6.3	12%			
Military Intelligence Officer										45.7	6.9	15%			
OSD Military Staff Assistant													53.6	8.6	16%
R&D Program Manager													63.4	4.5	7%
Member, DOD Committee													52.5	7.4	14%
Member, International Committee Group													50.9	7.5	15%
Division Chief/ Division XO													57.1	6.4	11%
Advisor, Foreign Government							43.0	6.9	16%	45.5	8.2	18%	45.8	9.7	21%
Advisor, Other							41.9	7.4	18%	43.0	8.1	19%	41.8	8.5	20%

TABLE 41

Means, Standard Deviations, and Coefficients of Variation for Research & Development Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	58.3	5.5	9%
Armor	57.7	6.6	12%
Atomic Energy	58.8	8.1	14%
Automatic Data Processing	57.5	8.2	14%
Aviation	55.2	7.3	13%
Aviation Materiel Management	54.2	6.3	12%
Chemical	54.3	6.9	13%
Club Management	34.8	4.0	12%
Combat Communications Electronics	56.9	5.3	9%
Communications Electronics Engineering	58.5	6.1	10%
Communications Electronics Materiel Management	55.6	6.4	12%
Comptroller	48.1	7.8	16%
Counterintelligence/Human Intelligence	44.3	6.4	14%
Electronic Warfare/Cryptology	50.8	7.3	14%
Engineer	59.1	5.0	8%
Field Artillery	58.0	6.3	11%
Finance	41.2	5.3	13%
Food Management	37.7	5.3	14%
Foreign Area Officer	40.7	6.8	17%
Highway & Rail Operations	39.8	4.6	12%
Infantry	55.5	8.2	15%
Instructional Technology & Management	48.5	7.5	15%
Law Enforcement	37.9	4.2	11%
Maintenance Management	53.0	5.8	11%

TABLE 41 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	42.2	5.2	12%
Materiel & Services Management	49.4	6.8	14%
Missile Materiel Management	52.7	6.0	12%
Munitions Materiel Management	52.7	6.4	12%
Operations & Force Development	50.2	7.5	15%
Operations Research and Systems Analysis	59.5	6.8	11%
Personnel Administration & Administrative Management	41.0	5.8	14%
Personnel Management	41.7	6.0	15%
Petroleum Management	44.3	6.2	14%
Procurement	55.2	8.7	16%
Public Affairs	38.9	5.4	14%
Research & Development			
Tactical/Strategic Intelligence	44.8	7.3	16%
Transportation Management	43.4	5.8	

TABLE 42

Means, Standard Deviations, and Coefficients of Variation
for Atomic Energy Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT			CPT			MAJ			LTC			COL		
	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C
Nuclear Engineer, Research Lab.				56.1	8.0	14%									
Nuclear Physicist, Research Lab.				56.0	6.2	11%									
Staff Officer, Engineer Power Group				48.2	8.5	18%									
Instructor,USMA				48.2	8.8	18%	48.0	8.5	18%						
Instructor, other				42.2	6.4	15%	40.9	6.5	16%						
Research Associate, Scientific Lab.				55.3	7.3	13%	54.7	9.9	18%						
Special Weapons Operations Officer							53.1	6.9	13%						
Staff Officer, Nuclear							52.6	7.1	13%						
Nuclear Weapons Effects Officer							51.0	7.1	14%	47.6	8.3	18%			
Inspector General, Army Headquarters										44.9	9.0	20%			
Nuclear Power Plant OIC										52.0	10.1	19%			
Nuclear Weapons Logistics Officer HQDA, DNA, DARCOM							49.3	7.2	15%	48.7	8.8	18%			

TABLE 42 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Staff Officer, Nuclear & Chemical Surety Group, HDQA NATO, JCS, DNA							56.3	7.1	13%	56.7	7.1	13%			
Assistant Director, R & D													56.7	7.1	13%
Division Chief Defense Intelligence Agency													45.4	7.9	17%
Military Assistant, Office Assistant, Secretary of Defense													57.6	4.0	7%
Plans Officer, Major Command													48.1	7.4	16%
Staff Officer, Sefense Nuclear Agency													50.0	7.6	15%
Aide de Camp	44.6	11.7	26%	44.6	11.7	26%	42.0	9.5	23%	38.5	8.9	23%	37.3	8.9	24%

TABLE 43

Means, Standard Deviations, and Coefficients of Variation for Atomic Energy Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	57.2	9.4	16%
Armor	50.0	7.8	16%
Atomic Energy			
Automatic Data Processing	50.7	6.1	12%
Aviation	44.4	5.4	12%
Aviation Materiel Management	43.9	5.3	12%
Chemical	62.1	6.1	10%
Club Management	39.1	4.7	12%
Combat Communications Electronics	50.0	6.7	13%
Communications Electronics Engineering	51.1	6.0	12%
Communications Electronics Materiel Management	48.1	5.0	10%
Comptroller	45.1	6.7	15%
Counterintelligence/Human Intelligence	46.7	6.7	15%
Electronic Warfare/Cryptology	47.6	6.4	13%
Engineer	61.7	10.2	16%
Field Artillery	65.7	8.2	13%
Finance	40.6	3.9	10%
Food Management	39.1	4.7	12%
Foreign Area Officer	47.0	5.3	11%
Highway & Rail Operations	42.4	4.1	10%
Infantry	50.4	8.6	17%
Instructional Technology & Management	47.4	7.2	15%
Law Enforcement	43.8	7.3	17%
Maintenance Management	47.5	5.8	12%

TABLE 43 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	41.6	4.1	10%
Materiel & Services Management	48.0	6.4	13%
Missile Materiel Management	58.7	7.0	12%
Munitions Materiel Management	61.9	6.6	11%
Operations & Force Development	55.7	7.1	13%
Operations Research and Systems Analysis	61.0	6.9	11%
Personnel Administration & Administrative Management	41.9	4.3	10%
Personnel Management	42.0	3.5	8%
Petroleum Management	40.9	3.6	9%
Procurement	51.5	8.9	17%
Public Affairs	41.9	3.9	9%
Research & Development	66.8	6.7	10%
Tactical/Strategic Intelligence	54.1	6.3	12%
Transportation Management	44.0	5.1	12%

TABLE 44

Means, Standard Deviations, and Coefficients of Variation
for Automatic Data Processing Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	$\bar{x}$	sd	C
Service School Instructor				45.2	8.8	20%	48.9	7.5	15%	39.3	6.1	16%			
Special Staff Officer for ADP at Division				49.4	7.3	15%	53.6	6.2	12%						
Chief, Systems Analysis Team				55.1	6.7	12%									
Management Information Systems Officer				47.8	8.3	17%				55.3	6.1	11%			
Chief, Programming Team				55.0	5.9	11%									
Division Data Center Executive Officer				49.5	7.7	16%									
Computer Operstions Manager				54.6	5.8	11%									
Aide de Camp				37.5	8.6	23%	36.2	6.4	18%	35.4	5.9	17%	35.8	7.1	20%
Branch Chief, Major Command, DA Staff							49.8	5.9	12%						
Division Data Center Commander							57.4	4.2	7%						
Project Officer, Software Development Agency										53.9	7.4	14%			
Division Chief, HQDA, Major Command										53.6	5.4	10%			

TABLE 44 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Data Processing Analyst/Action Officer HQDA, JCS, OSD										53.6	5.8	11%			
Data Processing Installation Commander										58.9	4.0	7%	58.1	4.4	8%
Service School Dept. Head													49.1	6.6	13%
Division Chief HQDA, JCS, OSD													55.0	5.9	11%

TABLE 45

Means, Standard Deviations, and Coefficients of Variation for Automatic Data Processing Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	49.9	8.7	18%
Armor	42.7	7.1	17%
Atomic Energy	48.3	9.3	19%
Automatic Data Processing			
Aviation	40.1	6.9	17%
Aviation Materiel Management	50.7	7.0	14%
Chemical	40.5	6.8	17%
Club Management	39.9	6.6	17%
Combat Communications Electronics	58.4	9.3	16%
Communications Electronics Engineering	62.7	8.0	13%
Communications Electronics Materiel Management	58.0	5.8	10%
Comptroller	57.6	6.9	12%
Counterintelligence/Human Intelligence	46.9	7.6	16%
Electronic Warfare/Cryptology	52.8	8.4	16%
Engineer	52.2	7.6	15%
Field Artillery	48.6	7.7	16%
Finance	57.0	7.0	12%
Food Management	40.0	5.9	15%
Foreign Area Officer	37.3	5.9	16%
Highway & Rail Operations	42.9	6.8	16%
Infantry	40.5	7.8	19%
Instructional Technology & Management	49.6	9.2	19%
Law Enforcement	41.9	5.7	14%
Maintenance Management	51.7	6.8	13%

TABLE 45 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	45.7	5.8	13%
Materiel & Services Management	52.9	6.7	13%
Missile Materiel Management	52.1	6.4	12%
Munitions Materiel Management	50.9	6.9	14%
Operations & Force Development	52.1	7.3	14%
Operations Research and Systems Analysis	64.9	7.8	12%
Personnel Administration & Administrative Management	55.7	6.6	12%
Personnel Management	53.7	6.6	12%
Petroleum Management	47.0	6.1	13%
Procurement	50.5	7.7	15%
Public Affairs	37.4	4.6	12%
Research & Development	56.3	8.3	15%
Tactical/Strategic Intelligence	50.1	8.2	16%
Transportation Management	51.3	6.2	12%

TABLE 46

Means, Standard Deviations, and Coefficients of Variation
for Operations & Force Development Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Advisor, Foreign Government							42.0	7.6	18%						
Advisor, Reserve or National Guard							46.4	7.1	15%						
Advisor, Other							39.9	5.3	13%						
Service School Instructor							49.5	7.8	16%						
Corps or Higher Staff Officer							57.0	5.9	10%						
Staff Officer, HQDA JCS, FORSCOM, TRADOC										59.9	4.3	7%			
Service School Department Head													52.8	7.6	15%
HQDA, JCS, OSD Division Chief													59.9	4.6	8%
Aide de Camp							46.6	7.0	15%	45.5	6.8	15%	44.2	8.8	20%

TABLE 47

Means, Standard Deviations, and Coefficients of Variation for Operations & Force Development Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{X}$	sd	C
Air Defense Artillery	58.3	7.9	14%
Armor	64.3	6.2	10%
Atomic Energy	42.8	7.0	16%
Automatic Data Processing	53.3	7.2	14%
Aviation	57.0	7.1	13%
Aviation Materiel Management	45.7	5.3	12%
Chemical	49.8	7.9	16%
Club Management	35.5	5.4	15%
Combat Communications Electronics	54.7	6.5	12%
Communications Electronics Engineering	45.0	6.0	13%
Communications Electronics Materiel Management	45.6	6.4	13%
Comptroller	50.0	8.3	17%
Counterintelligence/Human Intelligence	49.0	7.5	15%
Electronic Warfare/Cryptology	47.1	7.8	17%
Engineer	60.1	5.8	10%
Field Artillery	64.6	5.3	8%
Finance	42.5	6.4	15%
Food Management	37.8	4.9	13%
Foreign Area Officer	49.1	8.8	18%
Highway & Rail Operations	42.7	5.8	14%
Infantry	66.3	5.9	9%
Instructional Technology & Management	46.6	10.5	23%
Law Enforcement	44.7	6.1	14%
Maintenance Management	51.3	7.2	14%

TABLE 47 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	43.6	5.5	13%
Materiel & Services Management	48.5	6.4	13%
Missile Materiel Management	43.9	5.3	12%
Munitions Materiel Management	44.8	4.7	10%
Operations & Force Development			
Operations Research and Systems Analysis	58.7	7.9	14%
Personnel Administration & Administrative Management	50.0	7.0	14%
Personnel Management	51.2	7.3	14%
Petroleum Management	42.8	4.8	11%
Procurement	45.3	8.0	18%
Public Affairs	43.0	6.4	15%
Research & Development	53.5	8.8	17%
Tactical/Strategic Intelligence	54.3	8.2	15%
Transportation Management	47.2	4.9	10%

TABLE 48

Means, Standard Deviations, and Coefficients of Variation
for Aviation Materiel Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Platoon Leader	56.4	7.9	14%												
Aircraft Supply Officer	52.2	6.5	12%	55.6	6.4	12%									
Aircraft Maintenance Officer	56.1	7.9	14%												
Advisor, Foreign Government				35.7	6.7	19%	40.4	6.4	16%	45.1	9.3	21%	45.8	9.8	21%
Advisor, Other				37.8	6.0	16%	42.1	6.9	17%	43.2	7.4	17%	41.6	8.2	20%
Aide de Camp	43.8	9.3	21%	47.2	9.9	21%	39.8	8.4	21%	36.2	7.7	21%	33.9	8.8	26%
Chief, RW/FW Surveillance Branch				47.8	7.5	16%									
Instructor, USMA				42.9	8.7	20%	44.2	8.5	19%	39.9	6.5	16%			
Instructor, Other				44.1	7.9	18%	45.1	7.2	16%	38.8	7.0	18%			
Production Control Officer				57.3	4.5	8%									
Storage Officer				46.2	8.0	17%									
Service Platoon Commander				58.6	4.5	8%									
Company Commander				59.2	4.5	8%	60.8	2.9	5%						
Experimental Test Pilot							45.4	8.9	20%						

TABLE 48 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Battalion Executive Officer							52.7	8.6	16%						
Chief, Supply Surveillance Branch							48.3	6.3	13%						
G-4 Staff Officer							55.7	5.2	9%						
Materiel Readiness Officer							53.6	6.2	12%						
Technical Assistance Officer							49.4	5.3	11%	47.7	6.1	13%			
New Equipment Assistance Officer							50.0	6.1	12%						
Inspector General										45.7	7.6	17%			
Foreign Military Sales										48.0	5.8	12%			
Product Manager										57.4	5.6	10%	58.4	5.7	10%
Chief, Aircraft Quality Assurance Branch										50.7	7.0	14%			
Staff Officer, Depot										48.5	6.1	13%			
Aircraft Maintenance Officer										54.6	6.7	12%			

TABLE 48 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Aviation Logistics Programs Officer										54.7	5.4	10%			
Chief, Aircraft Systems, DCSLOG										58.3	4.0	7%			
Battalion Commander										59.4	5.0	8%			
Project Manager													60.4	3.7	6%
Depot Commander													58.8	5.0	8%
Director, Training Division													48.2	6.3	13%
Chief, Logistics Division													54.9	4.7	9%
Director for Field Assistance													50.9	6.0	12%
Director, Aviation Maintenance													58.1	5.0	9%
Director of Materiel Requirements													55.7	5.0	9%
Commander, Aviation Maintenance Center													60.4	3.3	5%

TABLE 49

Means, Standard Deviations, and Coefficients of Variation for Aviation Materiel Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	48.1	6.9	14%
Armor	50.7	7.8	15%
Atomic Energy	40.8	3.8	9%
Automatic Data Processing	54.8	6.6	12%
Aviation	66.1	9.7	15%
Aviation Materiel Management			
Chemical	41.0	4.0	10%
Club Management	38.6	3.5	10%
Combat Communications Electronics	49.3	6.7	14%
Communications Electronics Engineering	48.7	6.6	14%
Communications Electronics Materiel Management	52.9	6.3	12%
Comptroller	51.5	8.9	17%
Counterintelligence/Human Intelligence	43.1	5.4	13%
Electronic Warfare/Cryptology	41.7	4.9	12%
Engineer	47.8	6.3	13%
Field Artillery	49.9	7.0	14%
Finance	41.7	5.1	12%
Food Management	38.9	4.3	11%
Foreign Area Officer	42.8	5.1	12%
Highway & Rail Operations	47.8	8.7	18%
Infantry	50.2	7.0	14%
Instructional Technology & Management	47.2	6.7	14%
Law Enforcement	40.3	3.3	8%
Maintenance Management	66.0	7.6	12%

TABLE 49 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	48.4	7.1	15%
Materiel & Services Management	60.2	8.5	14%
Missile Materiel Management	51.2	7.0	14%
Munitions Materiel Management	49.7	7.1	14%
Operations & Force Development	52.8	7.1	13%
Operations Research and Systems Analysis	54.9	8.0	15%
Personnel Administration & Administrative Management	48.0	7.3	15%
Personnel Management	51.1	7.8	15%
Petroleum Management	45.1	5.1	11%
Procurement	62.8	6.7	11%
Public Affairs	40.7	5.1	12%
Research & Development	64.8	6.3	10%
Tactical/Strategic Intelligence	43.6	5.7	13%
Transportation Management	57.8	8.5	15%

TABLE 50

Means, Standard Deviations, and Coefficients of Variation
for Missile Materiel Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Production Control Officer	52.9	9.1	17%				43.2	8.8	20%						
Technical Supply Officer	55.3	7.2	13%												
Storage Officer	50.2	8.1	16%												
Platoon Leader	57.1	5.7	10%												
Missile Maintenance Officer	59.3	4.4	7%												
Advisor, Foreign Government				36.4	5.1	14%	42.4	6.0	14%	45.5	8.8	19%	43.9	9.4	21%
Advisor, Other				36.8	3.7	10%	42.5	6.3	15%	44.0	8.1	18%	40.8	9.3	23%
Instructor, USMA				43.4	7.9	18%	47.8	7.8	16%	45.6	6.6	15%	41.3	7.7	19%
Instructor, Other				46.5	7.8	17%	46.6	7.7	16%	41.0	5.3	13%	37.0	6.0	16%
Project Manager Staff Officer, DARCOM				52.3	7.6	15%									
Company Commander				59.7	4.1	7%									
Missile Maintenance Staff Officer				55.6	7.0	13%	58.9	5.0	8%						
Inspector General							45.5	7.9	17%	47.5	9.2	19%			

TABLE 50 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Missile Systems Supply Management Officer							54.1	5.9	11%						
Brigade S-4							50.1	8.3	17%						
Aide de Camp	45.1	10.6	23%	44.9	9.6	21%	42.4	8.9	21%	40.5	9.8	24%	38.3	10.8	28%
Battalion Executive Officer							53.9	7.5	14%						
New Equipment Training Officer							51.1	7.1	14%						
Technical Assistance Officer							49.8	7.6	15%						
Battalion Materiel Officer							57.0	5.8	10%						
Product Manager										60.3	5.4	9%			
G-4 Staff Officer										53.5	5.9	11%			
Battalion Commander										59.8	4.1	7%			
Missile Test Officer										54.9	7.7	14%			
Director, Materiel Management, DARCOM										56.6	5.4	10%			
Director, Maintenance DARCOM										56.3	5.4	10%			
Arsenal Commander													59.9	4.8	8%

TABLE 50 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Commander, DISCOM													57.8	5.8	10%
Project Manager													62.1	3.3	5%
Chief, DARCOM Field Office													48.8	5.9	12%
Director, Plans and Analysis													46.5	6.8	15%
Director, Product Assurance													49.2	5.0	10%
Director, Materiel Readiness													54.1	4.3	8%
Chief, Missile Division, DCSLOG													57.8	5.7	10%
Missile Systems Liaison Officer													50.3	8.8	17%

TABLE 51

Means, Standard Deviations, and Coefficients of Variation for Missile Materiel Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	66.8	8.1	12%
Armor	49.5	7.0	14%
Atomic Energy	55.7	8.3	15%
Automatic Data Processing	56.2	7.4	13%
Aviation	45.9	4.8	11%
Aviation Materiel Management	48.9	6.9	14%
Chemical	47.0	5.5	12%
Club Management	40.4	2.7	7%
Combat Communications Electronics	47.4	5.3	11%
Communications Electronics Engineering	50.4	6.5	13%
Communications Electronics Materiel Management	54.0	6.0	11%
Comptroller	49.9	6.8	14%
Counterintelligence/Human Intelligence	41.6	3.0	7%
Electronic Warfare/Cryptology	43.8	4.8	11%
Engineer	48.1	7.2	15%
Field Artillery	55.6	8.7	16%
Finance	43.1	5.0	12%
Food Management	40.4	2.7	7%
Foreign Area Officer	42.7	6.6	15%
Highway & Rail Operations	41.5	3.2	8%
Infantry	45.5	4.9	11%
Instructional Technology & Management	47.2	5.7	12%
Law Enforcement	40.6	2.9	7%
Maintenance Management	65.4	7.0	11%

TABLE 51 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	42.8	3.9	9%
Materiel & Services Management	56.5	7.1	13%
Missile Materiel Management			
Munitions Materiel Management	64.0	7.3	11%
Operations & Force Development	49.1	5.2	11%
Operations Research and Systems Analysis	56.9	8.1	14%
Personnel Administration & Administrative Management	43.5	4.6	11%
Personnel Management	43.4	4.5	10%
Petroleum Management	42.2	3.7	9%
Procurement	60.3	7.8	13%
Public Affairs	41.5	2.9	7%
Research & Development	70.1	4.9	7%
Tactical/Strategic Intelligence	47.3	8.7	18%
Transportation Management	44.6	5.8	13%

TABLE 52

Means, Standard Deviations, and Coefficients of Variation for Chemical Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Battalion Chemical Officer	57.6	5.6	10%												
Instructor, USMA	35.0	8.6	25%	47.0	9.7	21%	50.8	9.2	18%	44.8	7.8	17%	39.0	7.5	19%
Instructor, Other	37.4	8.7	2%	50.5	6.9	14%	50.1	7.6	15%	43.6	6.6	15%	37.3	6.8	18%
Storage Officer	42.4	6.8	16%												
Chemical Engineer	42.6	6.9	16%	46.1	6.7	15%	45.4	7.8	17%						
Platoon Leader	60.1	4.7	8%												
Chemical Staff Officer	46.8	10.5	22%	55.3	5.9	11%	58.1	5.7	10%	57.6	5.4	9%			
Aide de Camp	48.5	9.5	20%	49.0	9.1	19%	44.7	9.4	21%	42.8	9.8	23%	41.2	11.3	28%
Recruiting				38.2	7.0	18%	38.4	7.5	19%	37.1	6.2	17%	35.8	5.5	15%
Advisor, Foreign Government				41.6	7.1	17%	44.9	6.8	15%	46.6	8.2	18%	47.7	9.5	20%
Advisor, Other				40.7	5.8	14%	42.7	6.0	14%	42.5	7.8	18%	42.9	8.3	19%
NBC Intelligence Officer				51.3	5.2	10%									
Chemical Representative, Service School				51.9	6.1	12%	53.7	6.2	12%						
Company/Detachment Commander	57.5	5.4	9%	60.4	3.7	6%	57.0	5.4	10%						

TABLE 52 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Brigade Chemical Officer				59.9	4.2	7%									
Inspector General							45.2	6.8	15%	45.6	7.3	16%			
EOD Staff Officer				46.5	7.1	15%	45.0	7.1	16%						
Chemical Materiel Development Officer				50.7	5.6	11%	54.2	5.0	9%	54.4	5.9	11%			
Installation Chemical Officer				48.6	6.4	13%	50.7	7.3	14%						
Chemical Doctrine Development				49.9	7.0	14%	55.1	5.2	10%	55.8	6.5	12%			
Commander, Training or Service School Battalion										59.5	4.1	7%			
Commander, Production, Development, Acquisition or Laboratory Facility										59.5	4.8	8%			
Chemical Staff Officer, MACOM/DA							56.2	5.0	9%	59.0	3.6	6%	58.4	4.7	8%
Staff Chemical Officer, Corps										56.8	4.5	8%	56.9	5.8	10%
Division Chemical Officer										60.3	3.6	6%			
Director, Technical Operations													54.8	5.1	9%
Chief, IG Field Office													46.1	6.5	14%

TABLE 52 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Service School Dept. Head													53.3	7.3	14%
Project Manager													59.6	3.2	5%
Commander, Lab., Arsenal Depot													60.5	3.1	5%
Commander, Service School Training Center													59.0	4.5	8%

TABLE 53

Means, Standard Deviations, and Coefficients of Variation for Chemical Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	49.2	7.8	16%
Armor	53.9	8.8	16%
Atomic Energy	63.4	7.8	12%
Automatic Data Processing	54.1	8.0	15%
Aviation	46.3	7.2	16%
Aviation Materiel Management	44.5	6.2	14%
Chemical			
Club Management	37.4	4.1	11%
Combat Communications Electronics	43.9	5.3	12%
Communications Electronics Engineering	44.2	5.4	12%
Communications Electronics Materiel Management	43.4	5.0	12%
Comptroller	48.8	7.0	14%
Counterintelligence/Human Intelligence	50.9	6.9	14%
Electronic Warfare/Cryptology	43.8	4.6	10%
Engineer	53.4	7.8	15%
Field Artillery	57.0	8.5	15%
Finance	43.0	6.2	14%
Food Management	38.5	3.7	10%
Foreign Area Officer	50.6	7.4	15%
Highway & Rail Operations	40.1	4.2	10%
Infantry	55.2	9.3	17%
Instructional Technology & Management	52.6	6.8	13%
Law Enforcement	40.5	6.4	16%
Maintenance Management	51.2	6.6	13%

TABLE 53 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	40.2	4.7	12%
Materiel & Services Management	52.4	7.7	15%
Missile Materiel Management	50.0	6.3	13%
Munitions Materiel Management	57.9	7.6	13%
Operations & Force Development	61.7	7.2	12%
Operations Research and Systems Analysis	59.6	6.9	11%
Personnel Administration & Administrative Management	47.7	6.2	13%
Personnel Management	48.4	8.5	18%
Petroleum Management	41.6	5.2	13%
Procurement	55.8	8.1	14%
Public Affairs	44.8	7.4	17%
Research & Development	67.4	4.7	7%
Tactical/Strategic Intelligence	55.7	7.4	13%
Transportation Management	42.3	5.7	13%

TABLE 54

Means, Standard Deviations, and Coefficients of Variation
for Munitions Materiel Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Production Control Officer	52.5	8.4	16%												
Technical Supply Officer	53.7	7.6	14%												
EOD Officer	51.7	7.4	14%	50.2	7.2	14%	42.9	6.8	16%	36.8	7.0	19%			
Instructor, USMA	36.3	8.0	22%	43.8	8.3	19%	47.0	8.7	19%	42.8	8.0	19%	38.2	6.5	17%
Instructor, Other	38.0	8.1	21%	46.2	7.7	17%	46.2	7.2	16%	40.3	6.4	16%	36.5	5.3	15%
EOD Detachment Commander	51.4	8.9	17%												
Assistant S-4	49.3	8.0	16%												
Platoon Leader	59.2	6.6	11%												
Company Commander				61.8	3.0	5%									
Advisor, Foreign Government				43.5	6.9	16%	48.3	6.5	13%	49.5	7.3	15%	48.1	8.2	17%
Advisor, Other				42.0	6.2	15%	43.7	6.3	14%	44.9	7.0	16%	43.4	7.7	18%
Operations Officer, Battalion							55.9	9.1	16%						
Special Ammo Officer Instructor				50.1	7.9	16%									
Conventional Ammo Staff Officer				55.3	6.2	11%									

TABLE 54 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Inspector General							49.2	8.3	17%	50.1	8.2	16%	43.4	9.3	21%
Materiel Staff Officer							57.6	4.6	8%						
Executive Officer, Ammo Plant							52.1	8.5	16%						
Special Ammo Control Officer							51.4	7.2	14%						
Ammunition Supply Officer							56.3	6.4	11%						
Product Manager										58.0	4.7	8%			
G-4 Staff Officer										55.8	4.0	7%			
Staff Officer, Ammo Branch, JCS										56.7	3.9	7%			
Battalion Commander										62.0	2.9	5%			
Ammo Plant Commander										59.3	4.2	7%			
Arsenal Commander													60.2	4.1	7%
Commander, DISCOM													59.2	5.4	9%
Project Manager													59.9	4.3	7%
Director, Supply and Maintenance													54.5	5.0	9%
Plans & Analysis Officer, DARCOM													49.3	5.3	11%

TABLE 54 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Director of Ammunition, DCSLOG													57.2	5.1	9%
Aide de Camp	48.0	10.6	22%	48.3	9.5	20%	44.1	6.7	15%	42.3	7.6	18%	41.5	9.1	22%

TABLE 55

Means, Standard Deviations, and Coefficients of Variation for Munitions Materiel Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	52.4	8.7	17%
Armor	51.2	8.3	16%
Atomic Energy	56.9	8.6	15%
Automatic Data Processing	56.7	6.8	12%
Aviation	42.9	4.7	11%
Aviation Materiel Management	45.1	5.8	13%
Chemical	60.8	7.3	12%
Club Management	40.0	2.7	7%
Combat Communications Electronics	43.0	5.5	13%
Communications Electronics Engineering	42.8	5.1	12%
Communications Electronics Materiel Management	46.1	5.9	15%
Comptroller	55.5	7.4	13%
Counterintelligence/Human Intelligence	42.1	4.6	11%
Electronic Warfare/Cryptology	40.9	2.6	6%
Engineer	47.6	6.6	14%
Field Artillery	55.5	8.7	16%
Finance	42.2	4.6	11%
Food Management	40.7	3.4	8%
Foreign Area Officer	43.2	5.1	12%
Highway & Rail Operations	46.5	7.9	17%
Infantry	49.8	7.5	15%
Instructional Technology & Management	46.6	6.9	15%
Law Enforcement	41.7	3.5	8%
Maintenance Management	60.7	7.4	12%

TABLE 55 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	46.9	6.9	15%
Materiel & Services Management	57.8	9.1	16%
Missile Materiel Management	67.4	7.3	11%
Munitions Materiel Management			
Operations & Force Development	52.4	6.2	12%
Operations Research and Systems Analysis	57.1	8.8	15%
Personnel Administration & Administrative Management	45.9	5.8	13%
Personnel Management	45.3	6.0	13%
Petroleum Management	43.7	5.3	12%
Procurement	61.7	7.3	12%
Public Affairs	43.0	6.4	15%
Research & Development	62.7	9.4	15%
Tactical/Strategic Intelligence	43.7	5.7	13%
Transportation Management	51.1	8.7	17%

TABLE 56

Means, Standard Deviations, and Coefficients of Variation
for Maintenance Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT			CPT			MAJ			LTC			COL		
	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C	$\bar{x}$	sd	C
Shop Officer	60.1	4.9	8%												
Armament Maintenance and Repair Officer	53.2	6.3	12%												
Platoon Leader	56.8	6.6	12%												
Technical Supply Officer	56.2	5.6	10%												
Assistant S-4	44.1	7.3	17%												
Advisor, Foreign Government	32.9	6.7	20%	38.9	6.5	17%	45.3	7.2	16%	47.6	8.0	17%	46.1	8.0	17%
Advisor, Other	33.5	6.5	19%	39.5	5.2	13%	44.9	6.2	14%	46.0	7.0	15%	43.3	7.4	17%
Instructor, USMA	34.2	8.1	24%	41.5	9.3	22%	45.9	9.5	21%	43.2	8.9	21%	40.9	8.7	21%
Instructor, Other	35.1	8.4	24%	43.8	7.9	18%	47.1	7.6	16%	44.6	7.7	17%	39.5	8.5	21%
Maintenance Test Officer	43.1	8.9	21%	49.0	7.7	16%									
Maintenance Officer	53.0	8.0	15%	57.6	4.4	8%									
Company Commander				60.6	4.8	8%									
Unit S-4				49.0	7.8	16%									
Project Manager, Staff Officer, DARCOM				50.1	7.8	16%									

TABLE 56 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
S-4 Staff Officer				46.7	6.3	14%									
Mechanical Maintenance Officer				53.7	5.6	10%									
Materiel Officer							59.8	4.8	8%						
Chief, Maintenance Management Branch							56.5	5.0	9%						
Battalion Executive Officer							56.4	6.3	11%						
Chief, Maintenance Division							56.5	5.9	10%						
Materiel Readiness Staff Officer							52.4	5.6	11%						
Assistant G-4, Maintenance							54.5	5.3	9%						
Maintenance Staff Officer							53.8	4.9	9%						
Armament Maintenance Staff Officer							50.5	5.7	11%						
Technical Assistance Officer							48.2	5.3	11%						
Inspector General							46.2	8.1	17%	49.1	8.6	17%	45.3	8.6	19%
Battalion Commander										61.0	4.7	8%			

TABLE 56 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Commodity Manager										54.1	4.6	8%			
Product Manager										56.3	5.3	9%			
Chief, Equipment Branch										50.5	4.0	8%			
Chief, Operations Branch, Maintenance Directorate										52.0	5.3	10%			
Chief, MAIT										49.8	7.2	14%			
Member, Maintenance Board										47.4	6.0	13%			
Chief, Maintenance Policy and Programs										52.1	5.8	11%			
Depot Maintenance Officer										54.0	6.4	12%			
G-4 Staff Officer										52.8	5.4	10%			
Policy, Plans, Program Officer										49.0	5.5	11%			
Depot Commander													60.3	4.5	8%
Commander, DISCOM													61.5	4.4	7%
Project Manager													59.4	5.1	9%
Support Group Commander													60.2	4.8	8%

TABLE 56 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Chief, Logistics Assistance Officer													50.2	5.9	12%
AC of S, G-4													55.7	5.4	10%
Chief, Supply and Maintenance													54.5	5.8	11%
Director of Supply and Maintenance													56.9	4.7	8%
AC of S Maintenance													56.6	5.5	10%
Depot Commander													60.6	4.5	7%
Recruiting													38.4	7.3	19%
Arsenal Commander													57.3	6.7	12%
Director, Plans and Analysis, DARCOM													48.2	6.6	14%
DCSLOG Staff Officer													52.4	6.3	12%
Aide de Camp	44.3	10.5	24%	46.5	10.2	22%	42.5	8.6	20%	40.2	8.2	20%	37.5	8.8	23%

TABLE 57

Means, Standard Deviations, and Coefficients of Variation for Maintenance Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	51.9	8.7	17%
Armor	56.2	9.9	
Atomic Energy	43.9	6.4	15%
Automatic Data Processing	57.9	8.2	14%
Aviation	48.7	7.3	15%
Aviation Materiel Management	59.6	7.7	13%
Chemical	46.8	6.3	13%
Club Management	38.7	4.0	10%
Combat Communications Electronics	51.0	7.0	14%
Communications Electronics Engineering	51.7	7.3	14%
Communications Electronics Materiel Management	59.8	7.7	13%
Comptroller	51.0	7.1	14%
Counterintelligence/Human Intelligence	40.8	4.4	11%
Electronic Warfare/Cryptology	41.5	4.1	10%
Engineer	52.9	7.1	13%
Field Artillery	53.3	8.8	16%
Finance	42.1	6.0	14%
Food Management	39.4	4.4	11%
Foreign Area Officer	42.3	5.0	12%
Highway & Rail Operations	45.1	5.6	12%
Infantry	47.6	8.9	19%
Instructional Technology & management	48.9	7.6	16%
Law Enforcement	39.3	4.3	11%
Maintenance Management			

TABLE 57 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	45.5	6.4	14%
Materiel & Services Management	61.3	7.5	12%
Missile Materiel Management	62.6	6.2	10%
Munitions Materiel Management	58.8	6.8	12%
Operations & Force Development	48.7	6.5	13%
Operations Research and Systems Analysis	55.7	9.3	17%
Personnel Administration & Administrative Management	45.6	7.2	16%
Personnel Management	46.3	7.2	16%
Petroleum Management	46.1	7.1	15%
Procurement	57.7	7.3	13%
Public Affairs	40.8	5.2	13%
Research & Development	59.5	7.9	13%
Tactical/Strategic Intelligence	41.7	3.9	9%
Transportation Management	50.9	7.0	14%

TABLE 58

Means, Standard Deviations, and Coefficients of Variation for
Materiel & Services Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Storage Officer, Post	44.0	8.2	19%												
Chief, Clothing Issue, Reception	42.3	7.7	18%												
Platoon Leader, Aerial Delivery Company	54.0	9.0	17%												
Storage Platoon Leader	53.5	7.7	15%												
Supply Platoon Leader, S & S Company	59.9	4.3	7%												
Laundry and Fumigation Officer	36.7	7.2	20%												
Supply Services Officer	51.2	7.3	14%												
Billeting Officer	30.5	6.8	22%												
Supply Management Officer	53.6	7.4	14%												
Assistant Mortuary Officer				35.9	6.6	19%									
Exchange Officer				38.4	5.7	15%									
Accountable Officer (PDO)				46.6	8.5	18%									

TABLE 58 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Commander, Property Disposal Unit				50.7	9.1	18%									
Billeting Officer, Garrison				32.3	7.2	22%									
Battalion S-4 Officer				60.0	4.8	8%									
Supply Officer, Retail Sales Outlet				45.2	7.2	16%									
Commander, S & S Company				62.2	3.1	5%									
Chief, Inventory Management Branch, DLA				52.0	7.1	14%									
Chief, Storage Branch, DARCOM Depot				51.8	7.6	15%									
Stock Control Officer, GS Group				53.7	6.9	13%									
Staff Officer, G-4 Section, Division				56.9	5.8	10%									
Assistant Division Supply Officer				58.6	6.4	11%									
Property Surveillance Officer, DPDR				42.5	6.2	15%	42.3	7.8	19%						
Advisor, Foreign				41.1	8.1	20%	46.8	6.6	14%	50.0	7.8	16%	49.0	8.3	17%
Advisor, Other				40.1	6.9	17%	45.2	6.1	14%	47.0	7.3	16%	45.9	8.7	19%

TABLE 58 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
In tructor, USMA				45.9	10.0	22%	50.0	8.2	16%	47.2	8.0	17%			
Instructor, Other				46.0	7.7	17%	49.1	6.6	14%	46.4	7.8	17%			
Chief, Billeting Officer, Post							35.7	7.6	21%						
Property Disposal Staff Officer							41.7	7.2	17%						
Deputy Commander, Area PX System							45.9	6.4	14%						
Services Officer, Post							46.9	6.5	14%						
Service School Instructor							51.9	5.1	10%						
Staff Officer, Major Command							56.8	5.0	9%						
Commander, Aerial Delivery Company							57.0	8.5	15%						
Airdrop Staff Officer, USAREUR							49.7	7.2	15%						
Chief, Organizational Clothing and Equipment Branch							48.0	6.2	13%						
Chief, Personnel Items Branch							43.8	4.9	11%						
Logistics Staff Officer, DLA							51.2	5.7	11%						
Chief, Plans & Readiness Branch							53.6	5.8	11%						

TABLE 58 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Storage Officer, Depot							51.8	6.8	13%						
Chief, Supply Branch, Post							52.8	8.1	15%						
Installation Supply Officer							55.1	6.9	13%						
Staff Officer S4/ G4 Section							57.3	6.4	11%						
Inspector General							48.4	7.7	16%	50.3	8.2	16%	46.2	8.8	19%
Property Disposal										44.9	7.4	17%			
Region (DPDR)										45.2	7.3	16%			
Staff Officer Defense										54.0	6.8	11%			
Staff Officer, DCSLOG										60.1	4.2	7%			
G-4 Staff Officer, Division										59.2	6.0	10%			
Parachute Maintenance Officer, DARCOM										46.3	5.8	13%			
Logistics Planning Officer. DLA										50.4	6.4	13%			
XO, GS Group or DISCOM										58.4	6.4	11%			
AC of S Supply										59.5	4.3	7%			
Commander, PX Region USAREUR										48.8	7.3	15%			

TABLE 58 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Graves Registration Officer, Major Command										40.0	7.9	20%			
PX Staff Officer										39.2	5.9	15%			
Property Disposal Staff Officer Major Command										41.5	6.2	15%			
Director of Services, Post										49.6	6.3	13%			
Chief, General Materiel Branch										53.5	5.1	10%			
Commander, S & S or S & T Battalion										62.6	3.6	6%			
Supply Management Officer, DLA										52.1	4.6	9%			
Director, Air Drop Lab, DARCOM													48.8	7.8	16%
Director, Abn Dept., QM School													53.4	7.8	15%
Plans and Programs Staff Officer DCSLOG HQDA													55.3	6.8	12%
Commander, Depot													61.9	3.1	5%
Defense Personnel Support Center (DPSC)													51.1	6.2	12%
Director, Clothing and Textile													49.9	5.0	10%

TABLE 58 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Division Chief, DSA, DARCOM, DCSLOG													59.9	5.3	9%
Property Disposal Service													44.5	6.6	15%
Commander, Defense													57.7	6.7	12%
Regional Commander, PX Systems													50.1	7.3	15%
Staff Officer, DLA													48.1	5.6	12%
AC of S Services, Major Command													54.7	6.7	12%
Director of Industrial Operations, Garrison													55.5	7.1	13%
Director of Services Major Command													53.5	6.3	12%
DIO, Post, Camp, Station													55.4	7.6	14%
Commander, GS Group or DISCOM													62.6	4.2	7%
Chief, Depot Operations Division DLA													54.8	5.3	10%
Chief, Major Items Management Division DARCOM													55.8	5.7	10%
Aide de Camp													39.5	14.3	36%

TABLE 59

Means, Standard Deviations, and Coefficients of Variation for Materiel & Services Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	45.5	8.5	19%
Armor	48.9	9.0	18%
Atomic Energy	39.3	6.2	16%
Automatic Data Processing	61.3	7.8	13%
Aviation	42.7	6.8	16%
Aviation Materiel Management	56.9	6.1	11%
Chemical	45.3	5.9	13%
Club Management	41.4	8.4	20%
Combat Communications Electronics	46.8	5.6	12%
Communications Electronics Engineering	45.7	7.1	16%
Communications Electronics Materiel Management	55.8	6.0	11%
Comptroller	59.0	7.5	13%
Counterintelligence/Human Intelligence	40.1	5.8	15%
Electronic Warfare/Cryptology	39.0	6.5	17%
Engineer	49.3	7.0	14%
Field Artillery	47.8	8.9	19%
Finance	48.3	7.1	15%
Food Management	50.8	10.2	20%
Foreign Area Officer	42.5	8.0	19%
Highway & Rail Operations	50.0	9.1	18%
Infantry	47.0	9.7	21%
Instructional Technology & Management	47.9	9.1	19%
Law Enforcement	39.7	4.4	11%
Maintenance Management	62.6	5.9	10%

TABLE 59 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	51.9	6.0	12%
Materiel & Services Management			
Missile Materiel Management	56.2	6.5	12%
Munitions Materiel Management	55.8	7.2	13%
Operations & Force Development	51.0	6.0	12%
Operations Research and Systems Analysis	54.4	8.4	15%
Personnel Administration & Administrative Management	49.6	6.3	13%
Personnel Management	49.3	7.6	16%
Petroleum Management	58.1	7.2	12%
Procurement	61.5	7.4	12%
Public Affairs	40.6	5.9	15%
Research & Development	53.1	8.5	16%
Tactical/Strategic Intelligence	41.0	5.7	14%
Transportation Management	57.3	6.8	12%

TABLE 60

Means, Standard Deviations, and Coefficients of Variation
for Transportation Management Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Company Commander				59.9	5.6	9%									
Traffic Management Staff Officer				51.1	6.8	13%									
Transportation Programs Analyst				46.9	6.9	15%									
Transportation Staff Officer				54.7	5.0	9%									
Troop Movement Officer				51.4	9.4	18%									
Advisor, Foreign Government				36.5	9.4	26%	41.7	8.4	20%						
Advisor, Other				34.7	6.5	19%	38.0	6.8	18%						
Transportation Operations Officer				55.0	7.5	14%	55.8	6.7	12%						
Instructor, ROTC Service School				38.5	6.2	16%	42.0	8.9	21%	39.7	7.6	19%			
Instructor, USMA				41.2	10.6	26%	42.9	8.6	20%	40.1	8.0	20%			
Installation Transportation Officer							50.4	8.1	16%	51.0	7.7	15%			
Transportation Movement Officer							53.9	4.8	9%	50.7	6.3	12%			

TABLE 60 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Transportation Plans and Policies Officer							52.4	5.8	11%	51.9	6.2	12%			
Assistant Chief, Distribution and Transportation Division							48.8	8.0	16%						
Chief, Traffic Management/Movements Section							53.1	7.3	14%						
Division Transportation Officer							50.7	6.0	10%						
Executive Officer, Movements Region							51.6	6.5	13%						
Field Transportation Officer							50.3	4.8	9%						
Military Traffic Manager							52.4	6.4	12%						
Movement Control Plans Officer							49.8	5.8	12%						
Commander, Movements Region										57.9	4.6	8%			
Movement Control Staff Officer										49.8	5.4	11%			
Transportation Battalion Commander										59.4	6.1	10%			
Transportation Materiel Manager										49.4	7.9	16%			

TABLE 60 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Tramsportation Traffic Management Officer										50.9	6.3	12%			
Staff Officer, HQDA										58.0	6.9	12%	55.5	7.2	13%
Chief, Export Traffic Division													50.3	7.1	14%
Chief of Staff, MTMC													52.6	9.8	19%
Chief, Traffic Management Agency													55.6	5.0	9%
Senior Transportation Advisor, MAAG													46.7	7.5	16%
Chief, Transportation Division, DARCOM													50.7	8.1	16%
Chief, Transportation Plans and Programs													51.4	5.9	12%
Commander, DISCOM													58.6	6.5	11%
Commander, Transportation Command													60.7	3.5	6%
Director, MTMC Directorates													52.5	6.6	13%
Director of Transportation													54.5	5.5	10%
Director of Transportation Systems													52.0	6.4	12%
Aide de Camp				45.5	13.1	29%	41.4	10.6	26%	38.4	9.3	24%	36.6	12.8	35%

TABLE 61

Means, Standard Deviations, and Coefficients of Variation for Transportation Management Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{X}$	sd	C
Air Defense Artillery	41.5	5.7	14%
Armor	44.5	7.2	16%
Atomic Energy	41.7	5.0	12%
Automatic Data Processing	61.9	5.7	9%
Aviation	54.3	7.9	15%
Aviation Materiel Management	56.5	7.7	14%
Chemical	41.6	4.5	11%
Club Management	39.3	4.1	11%
Combat Communications Electronics	42.8	4.8	11%
Communications Electronics Engineering	42.8	4.9	11%
Communications Electronics Materiel Management	44.8	5.4	12%
Comptroller	60.9	6.8	11%
Counterintelligence/Human Intelligence	43.0	4.7	11%
Electronic Warfare/Cryptology	41.1	3.6	9%
Engineer	49.5	7.6	15%
Field Artillery	43.2	6.1	14%
Finance	49.0	7.5	15%
Food Management	40.8	4.3	11%
Foreign Area Officer	45.9	7.2	16%
Highway & Rail Operations	64.7	7.8	12%
Infantry	44.2	7.1	16%
Instructional Technology & Management	49.6	7.4	15%
Law Enforcement	42.1	4.6	11%
Maintenance Management	57.6	6.1	11%

TABLE 61 continued

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	65.8	7.1	11%
Materiel & Services Management	61.4	7.0	11%
Missile Materiel Management	47.1	5.7	12%
Munitions Materiel Management	49.5	6.9	14%
Operations & Force Development	55.4	7.5	14%
Operations Research and Systems Analysis	58.8	7.7	13%
Personnel Administration & Administrative Management	53.0	7.4	14%
Personnel Management	52.8	8.5	16%
Petroleum Management	48.0	6.1	13%
Procurement	58.4	7.4	13%
Public Affairs	43.8	5.2	12%
Research & Development	51.3	8.1	16%
Tactical/Strategic Intelligence	44.1	5.2	12%
Transportation Management			

TABLE 62

Means, Standard Deviations, and Coefficients of Variation
for Procurement Officer Ratings of Specialty Duty Assignments

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Procurement Officer				52.3	6.8	13%									
Purchasing Officer				50.5	7.4	15%									
Contracting Officer				56.5	7.4	13%									
Cost and Price Analyst				46.9	8.8	19%									
Contract Administrator/Production Officer, DCSMA				51.1	5.9	12%									
Procurement Officer, HQDA							46.1	10.1	22%						
Post Purchasing and Contracting Officer							50.7	10.0	20%						
Procurement Control and Production Officer, DARCOM Command							48.6	6.2	13%						
Procurement Management Staff Officer, DLA							46.1	6.4	14%						
Contract Administrator, DLA							48.6	7.4	15%						

TABLE 62 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Procurement of Contracting Officer, DARCOM or DLA							55.0	5.0	9%						
Contracting Officer, Defense Personnel Support Center							52.9	7.8	15%						
DA Systems Coordinator							43.4	7.5	17%	47.2	7.1	15%			
Aide de Camp				32.3	6.4	20%	31.2	5.7	18%	31.6	5.6	18%	31.8	10.1	32%
Commander DCASD										56.1	3.8	7%			
Chief, Procurement Division, FORSCOM or TRADOC										51.1	5.7	11%			
Chief, Systems Branch, DLA										47.9	5.9	12%			
Procurement Staff Officer, HQDA										52.0	5.5	11%			
Production Officer										46.6	5.8	13%			
Commander, Army Procurement Agency										57.3	2.9	5%	57.8	4.1	7%
Chief, Procurement or Production Division, DARCOM Commands										55.7	4.3	8%			
Chief, Contract Administration Division, DCASMS										54.1	4.3	8%			

TABLE 62 CONTINUED

ASSIGNMENTS	LT $\bar{x}$	LT sd	LT C	CPT $\bar{x}$	CPT sd	CPT C	MAJ $\bar{x}$	MAJ sd	MAJ C	LTC $\bar{x}$	LTC sd	LTC C	COL $\bar{x}$	COL sd	COL C
Commander, DASCR													57.2	4.8	8%
Director of Procurement, DARCOM Commands													57.9	3.9	7%
Director of Procurement Policy, OSD													54.8	6.4	12%
Chief, Procurement Division, DLA													54.3	4.5	8%
Director, Procurement and Production: Supply Centers, DLA													54.7	5.5	10%

TABLE 63

Means, Standard Deviations, and Coefficients of Variation for Procurement Officer Ratings of Additional Specialties

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Air Defense Artillery	43.0	5.7	13%
Armor	42.4	5.4	13%
Atomic Energy	43.4	6.1	14%
Automatic Data Processing	57.6	7.8	14%
Aviation	45.0	5.8	13%
Aviation Materiel Management	60.0	6.2	10%
Chemical	47.9	6.7	14%
Club Management	49.0	9.9	20%
Combat Communications Electronics	45.1	7.1	16%
Communications Electronics Engineering	49.5	7.9	16%
Communications Electronics Materiel Management	57.7	7.2	13%
Comptroller	61.6	7.9	13%
Counterintelligence/Human Intelligence	42.3	5.8	14%
Electronic Warfare/Cryptology	39.9	4.7	12%
Engineer	54.6	8.7	16%
Field Artillery	42.1	5.5	13%
Finance	52.5	7.9	15%
Food Management	48.7	1.6	18%
Foreign Area Officer	41.0	4.7	11%
Highway & Rail Operations	47.6	8.4	18%
Infantry	41.2	5.3	13%
Instructional Technology & Management	48.4	6.2	13%
Law Enforcement	39.5	3.9	10%
Maintenance Management	57.4	8.6	15%

TABLE 63 CONTINUED

ADDITIONAL SPECIALTY	$\bar{x}$	sd	C
Marine & Terminal Operations	50.8	9.0	18%
Materiel & Services Management	64.3	5.4	8%
Missile Materiel Management	59.6	5.3	9%
Munitions Materiel Management	59.2	4.3	7%
Operations & Force Development	45.4	7.4	16%
Operations Research and Systems Analysis	50.6	9.5	19%
Personnel Administration & Administrative Management	45.6	6.5	14%
Personnel Management	45.7	7.3	16%
Petroleum Management	55.5	7.8	14%
Procurement			
Public Affairs	43.5	8.3	19%
Research & Development	61.2	6.7	11%
Tactical/Strategic Intelligence	39.5	5.5	14%
Transportation Management	53.2	8.8	17%

TABLE 64
SUMMARY DATA - PART II

Means of Additional Specialties by Primary Specialty

KEY

1. Primary Specialty column identifies the specialties available as primaries by name and code number, e.g., Infantry, code #11.

2. Additional Specialties columns identify the specialties by code number only, e.g. #11 (Infantry). Certain Additional Specialty columns are headed by code numbers which do not have a corresponding code number and name in the Primary Specialty column because those specialties are not available as primary specialties. These include:

   37 Electronic Warfare Cryptology

   43 Community Activities Management

   72 Communications-Electronics Materiel

   81 Petroleum Management

   82 Subsistence Management

   87 Marine and Terminal Operations

   88 Highway and Rail Operations

3. Column-by-row cells include the mean ratings ($\bar{x}$ = 50, σ = 10) of how helpful it would be to have a given Additional Specialty for an officer with a given Primary Specialty.

   Example 1. For an officer whose Primary Specialty is Comptroller, code #45, (READ DOWN PRIMARY SPECIALTY COLUMN) the most helpful Additional Specialty is Automatic Data Processing, code #53, (READ ACROSS THE ROW TO THE HIGHEST VALUE, 63; READ UP TO COLUMN HEADING, CODE #53).

   Example 2. To assess the relative helpfulness of two available Additional Specialties, Tactical and Strategic Intelligence (code #35) and Operations Research and Systems Analysis (code #49) for an officer whose Primary Specialty is Atomic Energy (code #52), FIND THE CELL TO THE RIGHT OF ATOMIC ENERGY (#52) AND BELOW COLUMNS #35 AND #49; COMPARE THE VALUES--54 vs. 61.

Table 64
SUMMARY DATA - PART II
Means of Additional Specialties By Primary Specialty

Primary Specialty		Additional Specialty																		
		11*	12*	13*	14*	15	21	25	27	28	31	35	36	37	40	42	43	44	45	46
11	Infantry	0	65	60	50	55	55	53	44	50	46	56	52	48	61	56	39	43	53	48
12	Armor	58	0	53	46	59	52	52	46	51	43	53	49	47	59	56	39	42	51	47
13	Field Artillery	58	57	0	52	52	50	55	47	49	42	52	47	47	59	55	37	42	52	43
14	Air Defense	52	52	56	0	48	50	54	53	47	42	50	45	50	58	55	36	43	51	45
15	Aviation	64	64	61	57	0	50	52	50	48	42	51	48	47	51	51	36	40	47	42
21	Engineering	50	49	46	43	44	0	47	51	50	39	49	43	42	54	51	37	45	59	46
25	Combat Communications Electronics	50	52	51	52	48	50	0	68	49	41	51	48	61	52	52	38	43	52	44
27	Communications Electronics Engineering	44	46	49	49	46	51	72	0	51	42	52	47	62	47	47	42	42	49	43
28	Instructional Technology and Management	56	55	54	54	52	53	51	53	0	48	47	47	47	55	56	40	47	49	57
31	Law Enforcement	55	54	51	46	46	48	49	45	52	0	52	57	44	54	55	41	46	58	50
35	Tactical and Strategic Intelligence	58	57	54	50	51	51	58	52	48	47	0	63	66	50	48	38	41	47	44
36	Counterintelligence/ Human Intelligence	52	52	51	48	48	50	54	53	47	58	69	0	67	50	50	39	45	50	46
40	Personnel Management	59	58	58	56	48	54	46	44	52	53	42	44	42	0	70	56	55	58	55
42	Personnel Administration and Administrative Management	49	48	48	47	44	47	46	46	54	48	45	47	44	72	0	58	58	62	58
44	Finance	47	46	47	46	42	48	44	45	54	45	42	42	41	60	59	52	0	74	46

* the investigators recognize that these specialty combinations are not possible under current Army personnel policy; 11, 12, 13, and 14 are available only as primary specialties.

Table 64
SUMMARY DATA - PART II (continuation page)
Means of Additional Specialties By Primary Specialty

Primary Specialty		Additional Specialty continued																	
		48	49	51	52	53	54	71	72	73	74	75	81	82	87	88	91	92	95	97
11	Infantry	51	57	52	44	50	66	45	43	41	48	42	41	42	41	42	56	46	44	46
12	Armor	51	59	60	44	51	66	49	45	42	46	47	42	39	41	42	63	50	45	48
13	Field Artillery	47	58	57	54	56	63	44	46	52	48	53	40	40	40	39	58	48	43	48
14	Air Defense	47	60	61	55	56	60	44	51	60	43	52	40	39	38	39	57	48	40	51
15	Aviation	44	55	58	42	47	59	64	50	47	42	46	45	37	42	42	60	50	51	51
21	Engineering	49	65	64	59	60	61	42	46	44	44	44	49	38	51	54	56	52	49	60
25	Combat Communications Electronics	47	58	58	45	67	56	45	65	43	41	42	40	39	41	41	57	48	41	54
27	Communications Electronics Engineering	46	61	66	52	70	52	45	63	45	43	43	42	42	42	43	52	45	43	56
28	Instructional Technology and Management	50	58	52	45	58	54	47	51	45	47	45	42	41	44	40	50	46	46	46
31	Law Enforcement	52	59	54	45	60	63	42	42	42	44	42	42	39	49	53	51	46	51	52
35	Tactical and Strategic Intelligence	69	59	54	49	58	58	43	48	43	49	43	41	38	42	42	43	42	42	43
36	Counterintelligence/ Human Intelligence	68	56	53	51	60	55	43	47	43	47	42	41	39	42	42	44	42	42	45
40	Personnel Management	47	57	46	42	63	54	43	45	43	44	43	42	46	43	42	46	46	45	46
42	Personnel Administration and Administrative Management	50	59	50	43	69	57	44	46	43	42	44	44	48	43	42	46	46	46	52
44	Finance	49	65	50	43	71	55	47	48	47	41	47	47	45	43	44	47	50	47	63

Table 64
SUMMARY DATA - PART II
Means of Additional Specialties By Primary Specialty

Primary Specialty continued		Additional Specialty																		
		11*	12*	13*	14*	15	21	25	27	28	31	35	36	37	40	42	43	44	45	46
45	Comptroller	55	56	56	55	46	56	47	46	49	43	42	41	40	51	51	50	62	0	40
46	Public Affairs	60	60	59	55	53	55	49	47	55	53	48	48	42	57	58	44	48	51	0
48	Foreign Area Officer	60	57	58	53	51	57	50	47	49	48	66	62	51	49	50	36	43	48	53
49	Operations Research & Systems Analysis	47	50	52	52	46	58	49	54	49	42	49	46	51	48	47	36	49	58	37
51	Research and Development	56	58	58	58	55	59	57	58	48	38	45	44	51	42	41	[illegible]	41	48	39
52	Atomic Energy	50	50	66	57	44	62	50	51	47	44	54	47	48	42	42	39	41	45	42
53	Automatic Data Processing	40	43	49	50	40	52	58	63	50	42	50	47	53	54	56	40	57	58	37
54	Operations and Force Development	66	64	65	58	57	60	55	45	47	45	54	49	47	51	50	36	42	50	43
71	Aviation Materiel Management	50	51	50	48	66	48	49	49	47	40	44	43	42	51	48	39	42	52	41
73	Missile Materiel Management	46	50	56	67	46	48	47	50	47	41	47	41	44	43	44	40	43	50	42
74	Chemical	55	54	57	49	46	53	44	44	53	40	56	51	44	48	48	37	43	49	45
75	Munitions Materiel Management	50	51	56	52	43	48	43	43	47	42	44	42	41	45	46	40	42	[illegible]	43
91	Maintenance Management	48	56	53	52	49	53	51	52	49	39	42	41	42	46	46	39	42	51	41
92	Materiel and Services Management	47	49	48	46	43	49	47	46	48	40	41	40	39	49	50	41	48	59	41
95	Transportation Management	44	44	43	42	54	50	43	43	50	42	44	43	41	53	53	39	49	61	44
97	Procurement	41	42	42	41	45	55	45	50	48	40	40	42	40	46	46	49	52	62	44

*the investigators recognize that these specialty combinations are not possible under current Army personnel policy; 11, 12, 13, and 14 are available only as primary specialties.

Table 64
SUMMARY DATA - PART II
Means of Additional Specialties By Primary Specialty

Primary Specialty		Additional Specialty continued																	
		48	49	51	52	53	54	71	72	73	74	75	81	82	87	88	91	92	95	97
45	Comptroller	40	62	50	42	63	58	50	50	48	44	48	46	44	45	42	52	53	48	60
46	Public Affairs	57	52	52	43	53	58	44	46	43	45	42	43	42	42	42	45	44	45	48
48	Foreign Area Officer	0	52	50	43	47	58	48	47	44	45	45	43	39	44	45	49	46	47	48
49	Operations Research & Systems Analysis	39	0	63	56	67	53	51	53	52	46	50	47	38	47	46	51	50	51	53
51	Research and Development	41	60	0	59	58	50	54	56	53	54	53	44	38	42	40	53	49	53	55
52	Atomic Energy	47	61	67	0	51	56	44	48	59	62	62	41	39	42	42	48	48	44	52
53	Automatic Data Processing	37	65	56	48	0	52	51	58	52	40	51	47	40	46	43	52	53	51	50
54	Operations and Force Development	49	59	54	43	53	0	46	46	44	50	45	43	38	44	43	51	48	47	45
71	Aviation Materiel Management	43	55	65	41	55	53	0	53	51	51	50	45	39	48	48	66	60	58	63
73	Missile Materiel Management	43	57	70	56	56	49	49	54	0	47	64	42	40	43	42	65	56	45	60
74	Chemical	51	60	67	63	54	62	44	43	50	0	58	42	38	40	40	51	52	42	56
75	Munitions Materiel Management	43	57	63	57	57	52	45	46	67	61	0	44	41	47	46	61	58	51	62
91	Maintenance Management	42	56	60	44	58	49	60	60	63	47	59	46	39	46	45	0	61	51	58
92	Materiel and Services Management	42	54	53	39	61	51	57	56	56	45	56	58	51	52	50	63	0	57	62
95	Transportation Management	46	59	51	42	62	55	56	45	47	42	50	48	41	66	65	58	61	0	53
97	Procurement	41	51	61	43	58	45	60	58	60	48	59	56	49	51	48	57	64	53	0